

CITY OF ANKENY, IOWA



EMERGENCY OPERATIONS PLAN

**Most Recent Revision:
January 21, 2007**

BASIC PLAN

RECORD OF REVISIONS

The purpose of this page is to provide a revision sheet that indicates the latest changes to the Basic Plan, Annexes, Operational Guidelines, Incident Command Checklists and Annex Checklists. Changes in the Resource Manual will be on going and the information listed in every document shall be considered the most recent.

**REVISION
NUMBER**

DATE

**DESCRIPTION
OF CHANGES**

1

5/04

Total Plan Revised

2	8/04	Total Plan Revision
3	9/25/04	Total Plan Revisions
4	02/13/2006	Revisions to Annexes A and B and Incident Action Plan documents
5	01/21/2007	Revisions to Annexes E, G, H, I, J and GG, with new city logo style revisions added throughout

INTRODUCTION

This plan provides a guide for emergency operations in the City of Ankeny. It is intended to assist key city officials in carrying out their responsibilities for the protection of life and property under a wide range of emergency situations.

Although an organization may have the foresight to plan for anticipated situations, such planning is of little worth if the planning is not described in written form. This written plan will furnish a documentary record that can be referred to when needed. This documentary record will serve to refresh the knowledge of key individuals and inform persons who may be replacements.

TRANSFER OF OFFICE

THIS DOCUMENT SHALL REMAIN THE PROPERTY OF:

Upon termination of office by reason of resignation, suspension or dismissal, the holder of this document shall transfer it to their successor or to the Emergency Management Director for the City of Ankeny.

Copy Number: _____ Assigned to: _____

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* *To still be developed*

EMERGENCY OPERATIONS DOCUMENTS AND FORMS

- City of Ankeny Emergency Operations Incident Action Plan
- EOC Pass List/ ICS Positions
- ICS 201-1 City of Ankeny Initial Briefing – *Initial Incident Organization*
- ICS 201-2 City of Ankeny Initial Briefing – *Local Resources Summary*
- ICS 201-3 City of Ankeny Initial Briefing -- *Incident Map*
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I. Foreword

This document constitutes the Disaster-Emergency Operations Plan for the City of Ankeny. In the event that emergency conditions arise which are not covered by this plan, the Fire Chief/Director of Emergency Management, the Police Chief, an/or the City Manager have the authority to take action necessary to cope with such special conditions.

Ankeny is at risk from many different hazards, both natural and man-made. A full hazard analysis for the City of Ankeny can be found in the *Ankeny Multi-Hazard Mitigation Plan*.

Both the State of Iowa and Polk County already have emergency operations plans. This plan was not written to circumvent the operations laid down in those plans; instead, this plan lays out in better detail the responsibilities that officials in the

City of Ankeny have in response to a disaster situation, either independent from or in conjunction with the State of Iowa and Polk County emergency operations plans. If support from either Polk County or the State of Iowa is requested, Ankeny's disaster response operatives will work under a unified command approach, and Ankeny officials will remain responsible for the overall direction and control of the incident.

II. Purpose of the Plan

The City of Ankeny has many capabilities and resources that could be used in the response to any major incident or disaster scenario. These include the facilities, equipment, manpower and skills of government and non-government professionals and groups in the City of Ankeny. The purpose of this plan is to ensure the effective, coordinated use of these resources so that we can effectively accomplish the following:

- A) Maximize the protection of life and property.
- B) Provide for the continuity of Ankeny city government.
- C) Provide for the continuity of Ankeny's city services.
- D) Sustain survivors and victims of any incident.
- E) Repair essential facilities and utilities and return to normal operating conditions as quickly as possible.
- F) Save the lives and provide for the health and general welfare of the citizens of Ankeny.
- G) Minimize the effects of a disaster upon facilities, equipment and supplies.
- H) Develop and maintain a capability of self-help in Ankeny and mobilize and equip operational services for support in other areas of Polk County as requested.

III. Concept of Operation

In any emergency or disaster, the City of Ankeny will consider the rapid deployment of all available resources (personnel, equipment and apparatus) including mutual aid from surrounding communities prior to before requesting county, state or federal assistance.

If the City of Ankeny should require state assistance, the various state departments and agencies will perform the necessary emergency functions as

assigned in the Iowa Emergency Plan and will be coordinated by the Iowa Homeland Security and Emergency Management Division Administrator.

Public information concerning emergency operations will be released by the Ankeny City Manager's office. All news and/or public information requests will be referred to the City Manager's office. Further procedures for public information are outlined in Annex B.

Evacuations deemed necessary will be ordered by the Mayor's office when recommended by the City Manager, the Fire Chief, Chief of Police or the Director of Community Services. Evacuation procedures are further defined in Annex I.

Re-entry into the emergency area designated emergency area will be considered only after the area has been cleared of all dangers. The final decision to re-enter a disaster area will rest with the City Manager's office.

Centralized direction, control and coordination of Ankeny's emergency operations will be affected through the Ankeny Emergency Operations Center (EOC). Some situations may require the City to establish a temporary EOC in or near the disaster area. Further information on direction and control can be found in Annex A.

The responsibility for procuring necessary supplies and equipment to sustain government control during this period remains with the City officials of Ankeny.

IV. Authority

- Public Law 81-920 (Federal Civil Defense Act of 1950) as amended;
- Public Law 93-288 (Disaster Relief Act of 1974) as amended;
- Chapter 29C, Iowa Code;
- Chapter 30, Iowa Code
- Polk County Response Plan, Annex P
- City of Ankeny Resolution 2004-389

V. Organization

The existing government is the basis for emergency operations. That is, most government agencies will perform emergency activities related to those they perform on a day-to-day basis. Standard operating procedures are included as annexes to this plan that outline specific responsibilities of different agencies within the City of Ankeny municipal structure

VI. Direction and Control

The direction and control of government operations from a central, protected facility with adequate communications and key personnel is essential to the conduct of emergency operations.

In the City of Ankeny, the Fire Chief is also the designated Director of Emergency Management, and is responsible for ensuring the overall direction and control of city government resources involved in the response to a disaster. The Emergency Management Director will also serve as the liaison with the Polk County Emergency Management Director and other response agencies.

Direction and control of the city's response to any major emergency incident or disaster will be coordinated through the Emergency Operations Center (EOC), located in the Ankeny Fire Department at 120 NW Ash Drive. The backup EOC is located at the Ankeny City Hall at 410 W 1st Street. Other alternative sites for establishing an EOC include the Ankeny Police Department at 211 SW Walnut or the City of Des Moines Emergency Operations Center at Park Fair Mall at the corner of Euclid and 2nd Avenue in Des Moines. (For additional EOC information on staffing, communications, etc. refer to Annex A, Direction and Control, of this plan.)

VII. Operational Policies

- A. The primary responsibility of the city government during an emergency is the protection of life and property.
- B. In an emergency affecting more than one political jurisdiction, officials of all jurisdictions involved will coordinate their services, resources and response to the emergency to the maximum extent possible.
- C. The Ankeny Emergency Management Director shall assist in providing resource coordination between government and the private sector.
- D. In any emergency or disaster, the City of Ankeny will consider the rapid deployment of all available resources (personnel, equipment and apparatus) including mutual aid from surrounding communities prior to before requesting county, state or federal assistance.
- E. Every agency, department, division or service of the city will initiate and maintain the appropriate level of record keeping and documentation during an emergency. These records should include work hours, equipment hours, supplies and materials consumed, injuries to personnel and damage to public facilities and equipment.

VIII. Support

The City of Ankeny has mutual aid agreements with a number of neighboring communities. Volunteer and other government support may also be made available through Polk County Emergency Management, Iowa Homeland Security and Emergency Management and/or the Iowa National Guard.

Mutual Aid

During disaster operations where existing local fire resources are exceeded, assistance will be requested from neighboring communities/community subdivisions/entities in which mutual aid agreements have been established through the Tiered Emergency Assets Management System (TEAMS) in Polk County. TEAMS will be coordinated and dispatched through the Polk County Communications Center. On request, City of Ankeny resources may be sent to assist other jurisdictions within Polk County. Both the Ankeny Police Department and the Community Services Department have established mutual aid agreements with other municipalities within Polk County to provide essential services and personnel as needed in the event of an emergency that overwhelms the existing level of resources.

State Support

State support may be requested under disaster emergency conditions proclaimed by the Governor.

- If it appears that the required disaster response actions are, or will be, beyond the capability of the local government and available mutual aid, the Mayor will make a request for outside agency assistance. This request shall be made through the Polk County Emergency Management Coordinator and Iowa Homeland Security and Emergency Management. The request should contain the following information:
 - Type of disaster
 - Extent of damage or loss (including a fiscal estimate)
 - Actions taken by local government, including funds expended
 - Type and extent of assistance required
- The Iowa Homeland Security and Emergency Management will review the request, evaluate the overall disaster situation, and recommend action to the Governor. If the Governor finds the disaster is of such severity that response is beyond local resources, he/she will proclaim a disaster emergency and state assets will be employed to support local efforts. State support will be coordinated through the State EOC operated by key state agencies and Iowa Homeland Security and Emergency Management

IX. Plan Updating, Exercising and Distribution

- A) For purposes of this plan, the Ankeny Emergency Management Director shall serve as the Planning authority. As such, the director will have overall authority and responsibility for the maintenance of this plan.
- B) This plan will be reviewed annually by City of Ankeny staff and the City Manager to ensure the plan's effectiveness. The Ankeny Emergency Management Director will be responsible for ensuring that an annual review occurs.
- C) All operating departments and department heads will be provided with copies of this emergency plan. Numerous copies of the Emergency Plan will also be placed in the city's designated EOC so all agencies have immediate access. Individual Annexes, including job responsibilities and checklists shall also be available and maintained in the EOC. If the EOC is activated, each agency responsible for an Annex will receive their document and that document should be considered up to date.
- D) All members of the City Council and the City Manager shall be issued a document with specific duties for Direction and Control. They should bring that document with them to the EOC and spare copies of the document shall be maintained in the EOC for immediate access by the council and city manager.
- E) Scenario-based exercises of the plan will be conducted on an annual basis. Exercises will generally be functional or tabletop exercises, but drills will be held on a periodic basis in conjunction with full-scale exercises to completely test the capabilities of the plan.

X. Authentication

Date

City Manager

ANNEX A

DIRECTION AND CONTROL

Purpose

The purpose of this section is to provide procedures for coordinated management of response activities, continuity of government, emergency operations centers (EOC) and policy making in emergency situations.

Responsibilities

A. Mayor

The Mayor or his/her legal successor is responsible for declaring a local emergency. The line of succession to the Mayor is:

Mayor
Mayor Pro-Tem
Senior City Council Member

B. City Council

The members of the City Council are responsible for assembling at the City Council Chambers, and should be prepared to enact any special legislative actions needed to deal with the emergency incident. Since it is anticipated that the Mayor will be at the Emergency Operations Center, the Mayor Pro-Tem will lead any City Council meetings during this time as requested by the Mayor.

C. City Manager

The City Manager shall be responsible for ensuring overall direction and control of city government resources involved in the response to an emergency. The line of succession to the City Manager is:

City Manager
Assistant City Manager (2)
City Clerk

D. Emergency Management Director:

The Ankeny Fire Chief serves as the Director of Emergency Management for the City of Ankeny. That person shall serve in a staff capacity of the City Manager and also coordinate all aspects of this plan. The line of succession to the Emergency Management Director is:

Fire Chief
Chief of Police
Deputy Fire Chief – Fire Operations
Deputy Fire Chief – EMS
Police Captain(s)

Ankeny Emergency Operations Center (EOC)

Direction and control of the city's response to any major emergency incident or disaster will be coordinated through the Emergency Operations Center (EOC),

located in the Ankeny Fire Department at 120 NW Ash Drive. The backup EOC is located at the Ankeny City Hall at 410 W 1st Street. Other alternative sites for establishing an EOC include the Ankeny Police Department at 211 SW Walnut or the City of Des Moines Emergency Operations Center at Park Fair Mall at the corner of Euclid and 2nd Avenue in Des Moines. Security for the EOC will be coordinated by the Ankeny Police Department. The City Manager will designate an alternate EOC if one is required.

Criteria for EOC Activation

The Director of Emergency Management will activate the city's EOC based on the following emergency scenarios:

The EOC may be partially activated in response to a potential threat to life and property from a natural or man-made disaster, i.e. severe weather, hazardous materials incident, major conflagration, health or disease related incident, etc.

The EOC would be fully activated in response to an actual impact resulting in a threat to life and property. This would include, but is not limited to, the public and private sector that requires a coordinated response effort by all city resources.

Responsibility

In the event of a major event or emergency, designated EOC staff will be expected to automatically report to the EOC, and all designated city employees would report to their designated work locations as directed by EOC staff. Department directors will notify and assign support staff as necessary. However, the Emergency Management Director is responsible for ensuring that the EOC is activated according to the needs of the community response.

Notification of EOC staff will be accomplished by the use of the city's current phone tree.

Staffing of the EOC

Staffing of the EOC is set up into separate tiers based on areas of responsibility. Each subsequent tier brings additional management, supervisory and support staff, according to the magnitude of the incident.

The following staff is required to report to the EOC upon activation:

1st Tier Activation

Mayor
City Manager
Assistant City Manager for Administration
Assistant City Manager for Operations
Assistant to the City Manager (PIO)
Fire Chief/Director of Emergency Management
Chief of Police

At the initial EOC activation, the Director of Planning and Building, Director of Public Works, Director of Municipal Utilities and the City Clerk will report directly to their offices to begin initial assessment activities. These directors should anticipate reporting to the EOC with the second tier activation at the direction of the Assistant City Managers.

2nd Tier Activation

City Clerk
Director of Public Works/ City Engineer
Director of Municipal Utilities
Director of Planning and Building
Public Works Administrator
Street Maintenance Supervisor
Wastewater Administrator
Water Administrator

The City Council will assemble at the City Hall Council Chambers.

On the 2nd Tier Activation the following critical staff positions will report directly to their designated work areas:

Finance Director

Human Resources Officer
Management Information Systems Officer
City Clerk's Staff
Library Director
Golf Course Director
Parks & Recreation Director
Director of Economic Development
City Maintenance Personnel
Building and Zoning Administrator

Each department/agency represented in the EOC is responsible for ensuring its representative is familiar with the duties they are expected to perform at the EOC during the emergency.

EOC Equipment and Supplies

The Ankeny Emergency Management Director is responsible for ensuring the EOC is operational. This includes the arrangement for necessary maps, displays, tables and chairs, communication equipment, message logs and other materials deemed necessary to ensure the full function and use in the EOC. A full list of EOC requirements is attached as an appendix to this annex.

Communications Capability

The Chief of Police or designee is responsible for ensuring that all communications systems (primary and alternate) are operational and that communication links between response personnel and EOC operations are identified.

Communications capabilities for the EOC;

- EOC to public safety agencies (law enforcement and fire)
- EOC to neighboring EOC's
- EOC to area hospitals
- EOC to other city departments

Incident Command

All response operations undertaken by the City of Ankeny shall be directed through application of the Incident Management System, the Unified Command System and will be consistent with the National Incident Management System (NIMS). Refer to Annex L, NIMS.

Supporting Documentation

The following support materials are kept on file in the Emergency Management Director's office at the fire station:

EOC Operational Guidelines

The city's Fixed Assets Listing, including current lists of available equipment.

Authentication

Date

City Manager

Appendices

EOC Supply List

Emergency Call List

EOC Organizational Chart

Departmental Responsibility Chart

EOC Emergency Supply List

The Ankeny Director of Emergency Management will have the responsibility of ensuring that the EOC is kept well supplied with the following items at all times:

1. City Identification for cars/employees
2. Pens: Blue, black, red
3. Pencils and sharpeners
4. Paper
5. "Write It Don't Say It"
6. City maps
7. Paper clips and binder clips (big)
8. Rubber bands
9. Scotch tape
10. Masking tape
11. Strapping tape
12. Emergency lighting
13. Page protectors
14. Emergency phone number lists
15. Phone books
16. First aid kit
17. Clip boards (5)
18. Metal clip boards w/ covers
19. Flip chart and stand
20. Magic markers and crayons
21. Stapler and extra staples
22. Chalk
23. Scissors
24. Single edge razor blades
25. Thumb tacks/colored pins
26. Money receipt book
27. 3-ring binders w/ index tabs
28. Scratch pads
29. Assorted clasp envelopes

30. 3' x 3' piece peg board
31. Key ring tags
32. Assorted sizes of plastic bags
33. "Keep Out" and "No Smoking" signs
34. Heavy-duty twine
35. Copies of Ankeny Emergency Plan
36. Copies of Iowa Emergency Plan
37. Copies of the Polk County Emergency Operations Plan
38. Expanding folders
39. 1/3 cut manila folders
40. Snacks

These footlockers will be stored at:

Fire Station – Primary EOC

Police Station – Secondary EOC

Each staff member that may be required to report to the EOC should consider bringing the following for use during the emergency: laptop computers, personal clothing changes, hygiene items and medications, radios and radios/cell phones.

Emergency Call Lists

The City of Ankeny maintains separate emergency notification lists that will be utilized in the event that the EOC is activated.

The following phone numbers may be used in the event of EOC activation:

Red Cross 1-800-887-2988

Polk County Sheriff 515-286-3333

State Patrol (District 1 Des Moines) 515-725-0010

Polk County Director of Public Health 515-286-3798

School Superintendent 515-965-9600

Mid-American Energy (Gas leaks) 1-800-595-5325
(Power outages/Downed lines) 1-800-799-4443

Alliant Energy (Emergency service) 1-800-255-4268
(Outage reporting) 1-877-740-5050

Northern Natural Gas (Pipeline emergency) 1-888-367-6671

Consumer's Energy 1-800-696-6552

Des Moines Waterworks (Emergencies) 515-283-8772

Qwest Communications 515-286-5010

Polk County EM Coordinator (Communications Center) 515-286-2107

Polk County HLS Coordinator 515-286-2107

National Weather Service 515-685-4103

Salvation Army (Administrative office) 515-282-3227

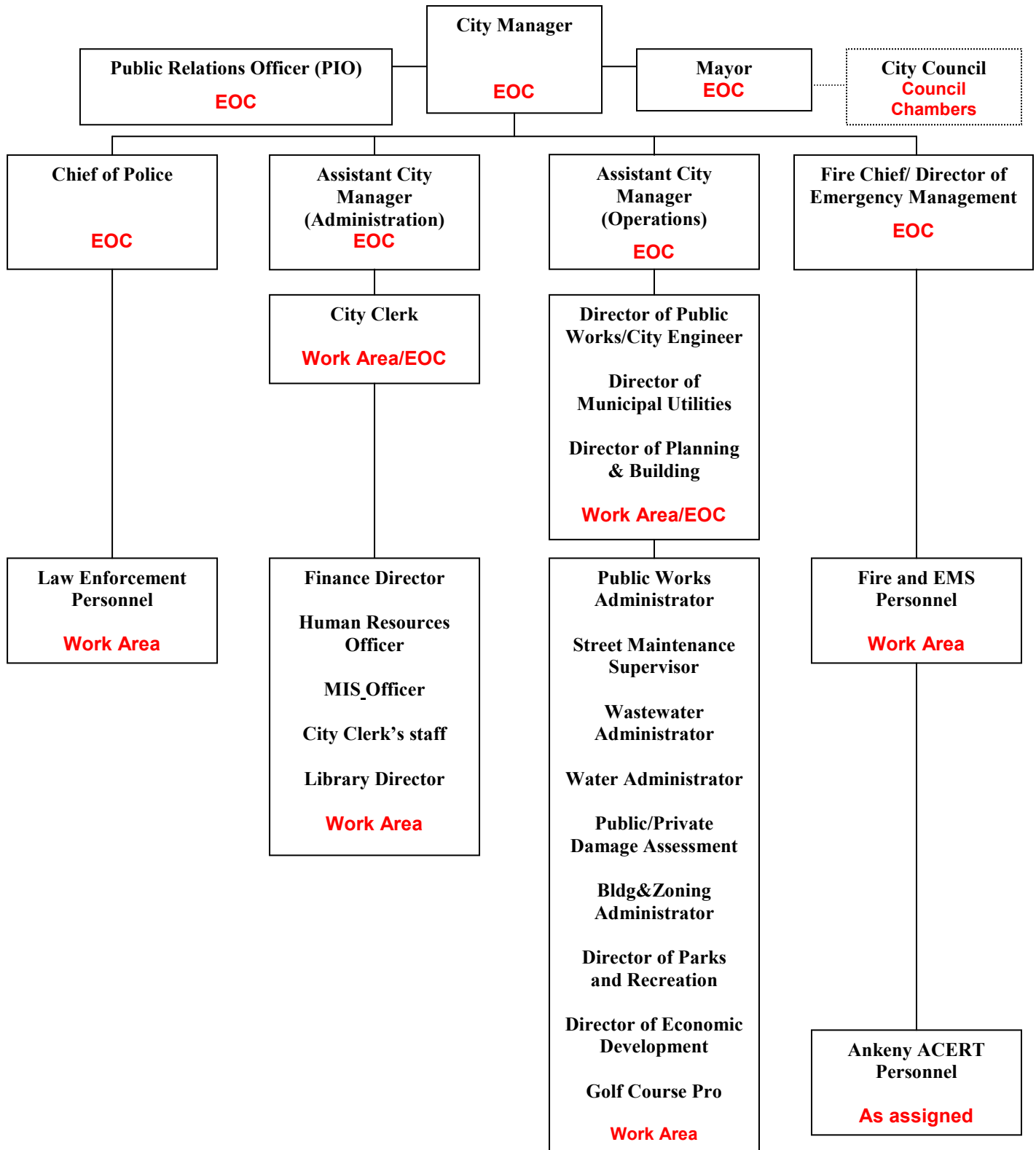
Mediacom (Administrative) 515-246-1890

Iowa Telecom (Customer service) 1-877-901-4692

McLeod USA (General information) 1-800-393-1413

Phone numbers last updated: Feb 10, 2006

EOC Organization Chart



P = Primary Responsibility
S = Support Responsibility

	Fire Dept.	Police Dept.	ACM (Admin)	ACM (Ops)	City Manager	Mayor/Council
Direction And Control	S	S	S	S	P	S
Emergency PIO	S	S	S	S	P	S
Evac, Traffic Control & Security		P	S			
Fire & EMS	P	S				
Health & Medical	P					
Mass Care	P		P	S		
Public Works/ Utilities				P		
Resource Management			P	S		
Search & Rescue	P	S				
Hazardous Materials	P	S	S			
Damage Assessment			S	P		

ANNEX B

CRISIS COMMUNICATIONS PLAN (PUBLIC INFORMATION)

I. Purpose

It is important to have a single, controlled source of information from city government in order to coordinate what is released and to avoid misinformation and public panic regarding disaster operations.

II. Responsibility

The Assistant to the City Manager will operate as the Public Information Officer (PIO) for the City of Ankeny. All information released from the City will be forwarded through the PIO. The PIO will operate out of the emergency operations center.

The PIO will have a supporting staff as needed to assist in the public information functions and ensure the capability of 24-hour operations when required.

III. Line of Succession

The line of succession for the City of Ankeny PIO is as follows:

Assistant City Manager (2)
City Clerk

IV. City of Ankeny Media Relations

Media contacts should be routed to the PIO. Employees of the City should *not* release information to the media unless instructed by the PIO. City Administration should be notified in all cases with a summary (or copy) of the information released so that they have knowledge of this information and the person who presented the information to the media/public at large.

V. Media Release Point

Release of information to members of the press will occur at the Ankeny Media Release Point (MRP) in the EOC. Information will be released by the PIO or an authorized representative. The information will also be released to the Emergency Alert System (EAS) through WHO-AM radio via telephone, two-way radio or other communications means.

Briefings and conferences will be held at intervals which will be determined at the time, depending upon the situation.

VI. Citizen Inquiry Center

The PIO will designate a Citizens Inquiry Center (CIC) if needed. The CIC will be located in or near the EOC and will operate 24 hours a day during the disaster period answering inquiries from the public and passing information received to the Information Center and assistance requests to the EOC.

Telephones required for the CIC will be coordinated with the Communications Officer (Communications Annex).

Personnel (operators) in the CIC may be city employees or volunteers.

VII. Information Dissemination

a. Radio and Television

- EAS procedures for activation: implementation of the EAS system will be through WHO-AM Radio (Iowa EAS Operational Area Des Moines). Ankeny officials may request activation of the EAS through the broadcast station WHO-AM Radio serving only the affected area.
- Information requiring immediate broadcast will be telephoned to the National Weather Service and WHO-AM (1040) Radio if appropriate. Routine information will be given to the media through the MRP briefings and news conferences.

b. Printed Material

- Printed material, such as newspaper supplements, flyers, brochures, etc. will be prepared and/or approved at the local information center before release.
- Printed material (except newspaper supplements) will be delivered to local printing resources and distributed at the direction of the PIO.
- Emergency public information newspaper supplements will be delivered to the Ankeny Press-Citizen newspaper and the Des Moines Register.

VIII. Authentication

Date

City Manager

ANNEX C

PUBLIC INFRASTRUCTURE RESTORATION

I. Purpose

To ensure that essential services are provided to the citizens of the City of Ankeny by:

- Restoration of public infrastructure and public services
- Debris removal and the restoration of public access

II. Responsibility

The City of Ankeny Public Works Department is made up of the following entities:

- Maintenance Division
- Engineering Division

The City of Ankeny Municipal Utilities Department is made up of the following entities:

- Wastewater Utility
- Water Utility
- Stormwater Utility

III. Public Infrastructure Restoration

The Municipal Utilities Department is responsible for the restoration of all city utilities. Private utilities will be restored by their respective companies.

IV. Debris Clearance

The Public Works Department is responsible for the clearance of debris in the City of Ankeny. Debris clearance operations will follow the City of Ankeny *Debris Management Plan*. Refer to Annex M, Debris Management Plan.

Removal of debris on private property would be the responsibility of the property owner.

V. Water Utility Response, Recovery and Remediation

The Ankeny Water Utility Division of the Municipal Utilities Department will be responsible for recovery operations involving Ankeny's water system. Water utility restoration operations will follow the *Guidance for Water Utility Response, Recovery & Remediation Actions for Man-Made and/or Technological Emergencies*, published by the EPA's Office of Water and the *Water Works Division Emergency Response Plan*. A copy of these documents will be kept at the EOC.

VI. Snow Removal Operations

The Public Works Department will be responsible for snow removal in the City of Ankeny. Snow removal operations will follow the City of Ankeny *Snow Removal Operations Regulations and Procedures Manual*. Refer to Annex GG, Snow Removal Plan.

VII. Wastewater Restoration Plan

The Wastewater Utility Division of the Municipal Utilities Department will be responsible for recovery operations involving Ankeny's sewer and wastewater treatment system. Sewer utility restoration operations will follow EPA and IDNR guidance.

VIII. Authentication

Date

Director of Public Works

Date

Director of Municipal Utilities

ANNEX D

DAMAGE ASSESSMENT

I. Purpose

To ensure the availability of appropriate relief and recovery programs, it is essential that accurate data and timely reports on damages be developed following a disaster. Information gathered through this process may be used to determine the extent of damage and impact on the community resulting from a disaster to justify future federal funding, declarations of emergency, and disaster proclamations.

II. Responsibility

Responsibility for damage assessment is shared between the Community Services and the Community Development departments. Public Infrastructure damage assessment will be the responsibility of the Community Services Department. Private property damage assessment will be the responsibility of the Community Development Department. The Assistant City Manager for Administration and the Assistant City Manager for Operations will act as the liaisons between the City of Ankeny and County, State and Federal inspectors. The directors of the Community Services and the Community departments will ensure that all damaged areas are inspected and aids in obtaining accurate statistics. ACERT members may provide support for damage assessment activities.

The City of Ankeny has developed a standard damage assessment form which will be used to conduct the initial damage assessment. Please refer to Appendix B – Damage Assessment Form.

Damage Assessment will be initiated locally. After the initial assessment, liaisons from the city will consult with the Polk County Emergency Management Coordinator or an individual with the appropriate background appointed by the County Board of Supervisors heads up the County Damage Assessment Team (DAT). The Coordinator will coordinate the activities of the DAT members, consolidate assessment data and relay the data to Iowa Homeland Security and Emergency Management.

III. Damage Assessment Teams (DATs)

Formal damage assessment in the City of Ankeny for the purposes of determining state and federal assistance will be primarily handled through designated DATs. DATs are teams within Polk County comprised of individuals who have the technical background to make accurate estimates of damage in predetermined categories. Upon notification by the Polk County Emergency Management Coordinator, the Polk County DATs will move into the disaster area and coordinate with their local counterparts in a damage assessment in the areas of their expertise and then relay their findings to the Coordinator.

IV. Other Agencies

In the event of a disaster in the City of Ankeny, other state and federal agencies will conduct specific damage assessments.

- Federal Highway Administration – assessment of roads, bridges, streets, sidewalks, public buildings and other assigned areas by federal inspectors.
- Corps of Engineers – assessment of debris removal needs, necessary protective measures, water control facilities, public buildings and other assigned areas by federal inspectors.
- Natural Resources Council – assessment of debris removal needs, necessary protective measures, water control facilities, public buildings, and other assigned areas by state inspectors.
- Environmental Protection Agency – assessment of sewers and public water systems, provide necessary environmental impact statements and other assigned areas by federal inspectors.
- Iowa Conservation Commission – assessment of state-owned parks by state inspectors

- Department of Environmental Quality – assessment of sewers and public water systems, provide necessary environmental impact statements and other assigned areas by state inspectors.
- Department of Natural Resources – assessment of waterways, watershed and damage to other related natural resources.
- Iowa Department of Transportation – assessment of assessment of roads, bridges, streets, sidewalks, public buildings and other assigned areas by state inspectors.

V. Damage Assessment Operations

As preliminary damage assessment information becomes available from damage assessors in the affected area, Iowa Homeland Security and Emergency Management (HLSEM) and the Ankeny Damage Assessment Coordinators will coordinate with County DAT leaders and the regional office of the Federal Emergency Management Agency to determine the type and extent of damage survey required. Polk County DATs will be activated by the Polk County Emergency Management Coordinator based on the types and extent of damage. If it is apparent that extensive public infrastructure and private investment damage exists, a joint Federal/State assessment will be initiated in addition to the County DAT survey. All data acquired by these surveys will be sent to HLSEM for review and final computation prior to being forwarded to the Governor.

At the discretion of the Administrator of HLSEM, Emergency Services Officers will be dispatched from the State office to assist in the coordination of State agencies involved in the recovery activities and to assist in the coordination of damage assessment activities.

VI. Authentication

Date

City Engineer/Director of Public Works

Date

Director of Planning and Building

APPENDICES

Appendix A - Damage Assessment Hierarchy Chart

Appendix B – City of Ankeny Damage Assessment Form

ANNEX E

SEARCH AND RESCUE

I. Purpose

To locate and aid persons who are lost or trapped as a result of a disaster.

II. Responsibility

In the event of a disaster in the City of Ankeny, the following agencies have primary or supporting roles during search and rescue operations.

- The Ankeny Fire Department will coordinate all search and rescue operations involving:
 - Fires
 - Personal injury incidents or emergencies
 - Hazardous materials incidents
 - Natural disasters
- The Ankeny Police Department is responsible for searches involving:
 - Lost or missing persons
 - Public Safety Issues
- The City of Ankeny will assign personnel from other operational departments to assist with search and rescue operations.
- When a search extends beyond the capabilities of the coordinating agency, the Polk County Emergency Management Coordinator will be notified to coordinate additional requirements. Both the Ankeny Fire Department and the Ankeny Police Department will be able to request mutual aid resources from other public safety agencies through existing mutual aid agreements as deemed necessary. Additional resources may be available through private contractors, volunteer organizations, and state or federal agencies.

III. Operations

Depending on the type of disaster, the term “Fire Chief” or “Ankeny Fire Chief” can be replaced with “Ankeny Police Chief.”

- When the decision is made that Search & Rescue (S&R) must be implemented to look for victims and rescue victims that need assistance, the Ankeny Fire Department shall be responsible for implementing S&R with the assistance of other public safety organizations and volunteers from the community.
- When a search and rescue is implemented, the Ankeny Fire Chief will be responsible for establishing search teams and assigning search areas.
- The Ankeny Fire Chief will provide detailed instructions and assign specific areas to search and rescue units.
- An on-site command post for the conduct of operations will be established and an on-site commander will be appointed by the Fire Chief.
- Additional on-site support shall be coordinated through the EOC by the on-site commander.
- Instructions shall be provided on how to mark areas that have been searched by the on-site commander.

IV. Authentication

Date

Fire Chief

Date

Chief of Police

ANNEX F

FIRE PROTECTION AND EMERGENCY MEDICAL SERVICES

I. Purpose

To describe how fire protection and emergency medical services will be delivered during a disaster situation.

II. Responsibility

The Ankeny Fire Department provides fire protection to the City of Ankeny with the assistance of mutual aid departments as required. In the event of a

disaster or emergency, the Ankeny Fire Department will also provide emergency medical services.

Lines of Succession

Fire Chief

Deputy Fire Chiefs

Senior Captains

The primary responsibilities of the Ankeny Fire Department are prevention and suppression of fires, rescue services, and response to hazardous materials incidents. The Fire Department personnel will provide protection of life and property, minimize fire damage, release people trapped in structures, vehicles, debris and rubble, and assist post-disaster fire and rescue activities under the control of the EOC, or other services as determined. At the time of a warning alert, the Fire Chief will report to the EOC to prepare for round-the-clock operation and will confer and/or inform the Ankeny City Manager of all developments and necessary actions. The Ankeny Fire Department will operate on 12-hour shifts at the EOC.

The Fire Department's EMS responsibilities are EMS command, patient care, triage, transport and morgue operations.

III. Personnel

The Fire Chief will order all paid-on-call (POC) service personnel back to report to their duty stations. The normal POC call-back list will be used whenever possible.

It is of the utmost importance that Fire Department personnel report to the fire station as quickly as possible after summoned, or after the situation, in the event communications are out of service.

All personnel shall respond as directed with full protective gear. Specific units may be assigned to areas of responsibility. It is therefore necessary to report to the officer in charge before going into service.

IV. Officer on Scene

The officer in charge shall take the following action immediately upon arrival at the incident:

- Assess the situation
- Establish a command structure consistent with departmental IMS policies
- Notify other affected departments and agencies
- Establish a command post with the Ankeny Police Department command personnel to coordinate the overall efforts by responding

agencies and all City agencies.

- Direct fire apparatus and ambulances where they are most urgently needed.
- Request mutual aid as needed. Direct their responding units to specific locations or to the command post.
- If the situation warrants, establish a temporary morgue (with Medical Examiner approval). Remove dead to morgue.

V. Mutual Aid Agreements

During disaster operations where existing local fire resources are exceeded, assistance will be requested from neighboring communities/community subdivisions/entities in which mutual aid agreements have been established through the Tiered Emergency Assets Management System (TEAMS) in Polk County. TEAMS will be coordinated and dispatched through the Polk County Communications Center. On request, City of Ankeny resources may be sent to assist other jurisdictions within Polk County.

VI. Administration

Normal administrative records or utilization of personnel, equipment and materials will be maintained by the Ankeny Fire Department. Accurate record keeping will identify specific needs in the event of a major disaster which can readily be provided to the EOC if necessary.

VII. Authentication

Date

Ankeny Fire Chief

APPENDICES

Dual Response Roles Plan (Draft Copy)

ANNEX G

LAW ENFORCEMENT

I. Purpose

To outline responsibilities of law enforcement agencies in Ankeny to ensure the safety of all citizens, maintain law and order, protect public and private property, and provide protection for essential industries, supplies and facilities for any type of disaster.

II. Responsibility

The Ankeny Police Department provides primary law enforcement to the City of Ankeny. During emergencies, the Ankeny Police Department must expand its operations to provide increased protection required by disaster conditions. Federal, state, and county law enforcement agencies are available to support the Ankeny Police Department if necessary.

Lines of Succession

Police Chief

Deputy Chief

Lieutenant - Operations

Lieutenant - Support Services

The primary responsibilities of the Ankeny Police Department include providing protection of life and property, communications coordination, enforcement of rules and regulations, regulation and control of traffic, maintenance of law and order with the City, and coordination with police services from Polk County and the Iowa Highway Patrol following a disaster. At the time of a warning alert, the Police Chief will report to the EOC to prepare for round-the-clock operation and will confer and/or inform the Ankeny City Manager of all developments and necessary actions. The Ankeny Police Department will operate on extended shifts at the EOC.

III. Personnel

The Police Chief will order all necessary personnel back to duty stations. Police Department personnel should report directly to the Police Station as quickly as possible after summoned, or after the situation, in the event communications are out of service.

Specific units may be assigned to areas of responsibility. It is therefore necessary to report to the officer in charge before going into service.

IV. Traffic and Crowd Control in Evacuation Operations

During an emergency, the Ankeny Police Department has the responsibility of providing traffic and crowd control in emergency situations to ensure a safe and orderly evacuation and reception (See evacuation annex). Directives banning parking on emergency routes will be issued by the EOC.

V. Warning

The City of Ankeny Police Department may be required to supplement the public warning system by utilizing emergency vehicles with sirens and public

address systems to ensure notification of all residences in the affected area. The need for implementation of this procedure will depend upon the actual situation and will be ordered by the EOC (see Warning Annex).

VI. Search and Rescue

The Ankeny Police Department will have a role in search and rescue operations (see Search and Rescue Annex).

VII. Administration

Normal administrative records or utilization of personnel, equipment and materials will be maintained by the Ankeny Police Department. Accurate record keeping will identify specific needs in the event of a major disaster which can readily be provided to the EOC if necessary.

VIII. Authentication

Date

Chief of Police

ANNEX H

LAW ENFORCEMENT EMERGENCIES INVOLVING INJURY OR DEATH

I. Purpose

To define responsibilities and service delivery in rapidly evolving situations that involves reported death or serious injury requiring both a law enforcement and fire department response / EMS.

II. Responsibility

1. In all matters that require a law enforcement and fire department / EMS response law enforcement officials must first declare the scene safe before providing aid to victims. This means that a suspect is in the custody and control of law enforcement personnel or that the suspect has fled the scene and no longer presents a further threat to victims, civilians and emergency personnel. In all situations the threat must be declared over before emergency personnel will be permitted to treat victims. (i. e. active shooter, hostage or barricaded suspect, undetonated bomb)
2. Once the scene is declared safe fire department emergency personnel shall promptly treat and remove the victims or, if necessary, remove the victims

for treatment in a safe location. The treatment and triage of victims is done under the authority and direction of the fire department / EMS.

3. Mass casualty events associated with natural causes or as a result of acts of terrorism shall become the exclusive control of the Fire Chief or his designee once the threat is abated or ceases to actively exist. (i.e. Water source contamination, germ warfare, biohazard attack)

III. Equipment Staging

1. Responding fire department / EMS equipment should coordinate staging with law enforcement officers on the scene. Equipment staging should never take place on the same street as the incident.
2. Law enforcement personnel should summon responding emergency fire department personnel as soon as possible once the scene is declared safe.

IV. Authentication

Date

Chief of Police

ANNEX I

EVACUATION, TRAFFIC CONTROL AND SECURITY

I. Purpose

To outline how evacuation, traffic control and security will be done if required due to an emergency or disaster where the public would be evacuated or relocated. The rationale for evacuation, whether for a large or small scale emergency, is that hazardous conditions or potentially hazardous conditions can best be mitigated by moving the affected population to an area of lesser risk.

II. Responsibility

Prior to recommending evacuation due to an actual/potential hazardous materials related threat, city officials will evaluate the benefit of sheltering in place. If sheltering is determined to be the most appropriate protective action, information and instructions will be provided to the affected citizens. This may include, but not limited to: closing doors (internal and external), windows, fireplace dampers, vents, fans and other openings to the outside. Citizens should also turn off furnaces, air conditioners, cover and stay away from windows.

If an evacuation is deemed necessary, the Mayor of the City of Ankeny will order the evacuation with consultation from the City Manager, Chief of Police and the Fire Chief. If possible, this decision will be based on a hazard analysis and vulnerability assessment of the various hazards, and a determination of appropriate evacuation routes and traffic control. In situations where rapid evacuation is critical to the continued health and safety of the population, the on-scene command authority can and may order an evacuation

- A. In the City of Ankeny, the Chief of Police is responsible for plans that relate to evacuation, traffic control and security.
- B. Law enforcement personnel will be responsible for coordinating the evacuation and determining routes that should be used by the public. Pre-identified primary and secondary evacuation routes will be determined for the population at risk
- C. The Chief of Police is responsible for ensuring that instructions are prepared based on the emergency with specific information provided to the public when a high-risk situation develops. This would include identification of staging areas and pickup points for evacuees without cars or other means of transportation.
- D. The Police Department will have primary responsibility for ensuring that the affected city residents and facilities are notified of the need to evacuate.
- E. The Police Department will have primary responsibility for coordinating assistance for handicapped, elderly mobility-impaired and other individuals unable to evacuate themselves.
- F. Public, private and city buses, ambulances and wheel chair capable of transporting individuals in need of transportation will be utilized.
- G. The Police Department and/or other law enforcement agencies obtained by mutual aid assistance will be responsible for establishing and staffing traffic control points that may be necessary.
- H. The Police Department and/or other law enforcement agencies will be responsible for maintaining access and security for the evacuated areas.
- I. The Public Works Administrator will be responsible for overseeing the removal of debris, obstructions or other roadway impediments so designated evacuation routes can remain open.
- J. The Ankeny City Manager, Chief of Police and Fire Chief will coordinate

with the appropriate agencies involved to determine when evacuees can safely return to their residences. The final decision will be made by the City Manager, based on discussions with the Police and Fire Chiefs.

III. Evacuation Considerations

- A. While some disaster events are slow-moving thereby providing ample reaction time, the worst case scenario is that there will be little or no warning of the need to evacuate.
- B. The decision to evacuate could occur any time, day or night.
- C. Because most evacuations cannot be staged or stretched out, maximum traffic congestion should be expected.
- D. Voluntary evacuation may occur after public has been advised of a potential danger.
- E. There would normally not be enough time to secure aid from the State and other resources in the event of an evacuation.
- F. Some people will refuse to evacuate.
- G. Designated evacuation routes should utilize only the best available roads. Primary and alternate routes should be identified based on the safety and conditions of the roads.
- H. Evacuees will possibly have little time to prepare and would therefore require maximum support in shelters for food and bedding.
- I. Some people will need to be evacuated. Central locations, such as schools and churches, should be used as staging areas to evacuate large numbers of people.

IV. Public Notification

Persons to be evacuated will be given as much warning time as possible. The best source of information for evacuation remains with the media market, including television and radio. The City of Ankeny will utilize every available means of notification in order to provide the public with as much advance notice of evacuation as possible.

V. AUTHENTICATION

Date

Chief of Police

APPENDICES

“Sheltering in Place”

Evacuation Proclamation

List of Designated Evacuation Routes

Public Evacuation Checklist

SHELTERING IN PLACE

“SHELTER IN PLACE”

There are situations when the best protection of life and property is to “shelter in place”. If conditions are present that do not allow adequate time for evacuation, or where the risk from the incident will be minimal in duration, officials will consider the option of “sheltering in place”.

Emergency actions would include:

- Shutting off all air handling units, including outside air intake fans
- Shutting of air conditioners
- Taping the doors and windows
- Any other action that reduces circulation within a facility

CITY OF ANKENY EVACUATION PROCLAMATION

WHEREAS, a disaster proclamation has been issued, and

WHEREAS, the disaster has resulted in a State of Emergency for the City of Ankeny,
and

WHEREAS, it is possible to believe that a threat to the lives and health of our citizens
exists,

NOW, THEREFORE, BE IT RESOLVED, that we do declare that the area bordered by

_____ on the North,

_____ on the South,
_____ on the West
and _____ on the East,
be immediately evacuated.

This proclamation is in effect until further notice.

Attest to: _____ Date: _____
_____ Date: _____

DESIGNATED PRIMARY and SECONDARY EVACUATION ROUTES

EVACUATION CHECKLIST FOR THE PUBLIC

Items that should be remembered for an evacuation of your home or business should include:

- Identification such as a driver's license
- Cash, checkbook, credit cards & important papers
- Medications & prescriptions
- Vehicle, house and business keys
- Dentures & eyeglasses
- Important phone numbers
- Change of clothes and personal items for each person
- Clothing specific for the weather
- Secure your home: Doors, utilities, pets.
- Take a portable radio, flashlight, food and drinking water
- Leave a destination and phone number with a friend, neighbor or evacuation authority if no one else is available.

ANNEX J

PROTECTIVE SHELTER AND MASS CARE

I. Purpose

To establish plans, procedures, policies and guidelines for providing temporary lodging, feeding and general welfare for persons forced to leave their homes due to any kind of emergency, disaster or precautionary evacuation.

To determine actions and establish procedures necessary for the protective sheltering of the citizens of the City of Ankeny as a result of a natural, technological or national security event.

II. Sheltering In Place

City officials will evaluate the benefit of sheltering in place prior to recommending evacuation due to an actual/potential hazardous materials related threat or other emergency. If sheltering is determined to be the most appropriate protective action, information and instructions will be provided to the affected citizens. This may include, but is not limited to, closing doors (internal and external), windows, fireplace dampers, vents, fans and other openings to the outside. Residents should also turn off furnaces and air conditioners, and cover and stay away from windows. Please refer to Appendix A – Sheltering in Place.

III. Designated Shelters

The City of Ankeny, in conjunction with the Ankeny Community School District and various religious organizations has designated numerous facilities as potential shelter locations.

IV. Authentication

Date

Ankeny Fire Chief

APPENDICES

Appendix A - “Sheltering in Place”

Appendix B - List of Designated Shelters, including map

Appendix C - Shelter Checklist for Ankeny Residents

Appendix A – Sheltering in Place

“Shelter in Place”

There are situations when the best protection of life and property is to “shelter in place.” If conditions are present that do not allow adequate time for evacuation, or where the risk from the incident will be minimal in duration, officials will consider the option of “sheltering in place.”

Emergency actions would include:

- Shutting off all air handling units, including outside air intake fans.
- Shutting of air conditioners and/or furnaces.
- Taping the doors and windows.
- Any other action that reduces air circulation within a facility.

Appendix B – Designated Shelters in Ankeny

South East Quadrant:

1. Ankeny United Church of Christ, 602 SE Delaware, Business phone: 964-4647
Peggy Van Cleve, Administrative Assistant: 964-1876 (H)
Dennis Eastin, Pastor: 965-3657 (H)
2. South East Elementary School, 1005 SE Trilein Dr., School phone: 965-9650
Steve Drake, Exec Dir of Support Services: 965-9600 (W), 964-5499 (H)
Kevin Koester, Dir of Comm Education: 965-9606 (W), 963-9996 (H)
Denny Waren, Principal: 964-5352 (H)
Don Walker, Head Custodian: 641-363-4471 (H)
Dr Anne Laing, Assoc. Supt. of Human Resources: 965-9600 or cell: 321-5986
3. Church of Jesus Christ of Latter Day Saints, 729 E. 1st St, Business phone: 964-1330
Robert Clawson, Bishop: 984-7655
David Miller, Building Manager: 965-1290
If no answer at business phone call: 964-7448

North East Quadrant:

1. Our Lady’s Immaculate Heart Catholic Church, 510 E 1st St., Business phone: 964-3038

Becky Robovsky, 964-3038 x 117 (W), 971-3181 (H)
Sister Susan Widdell, 965-2297 (H)

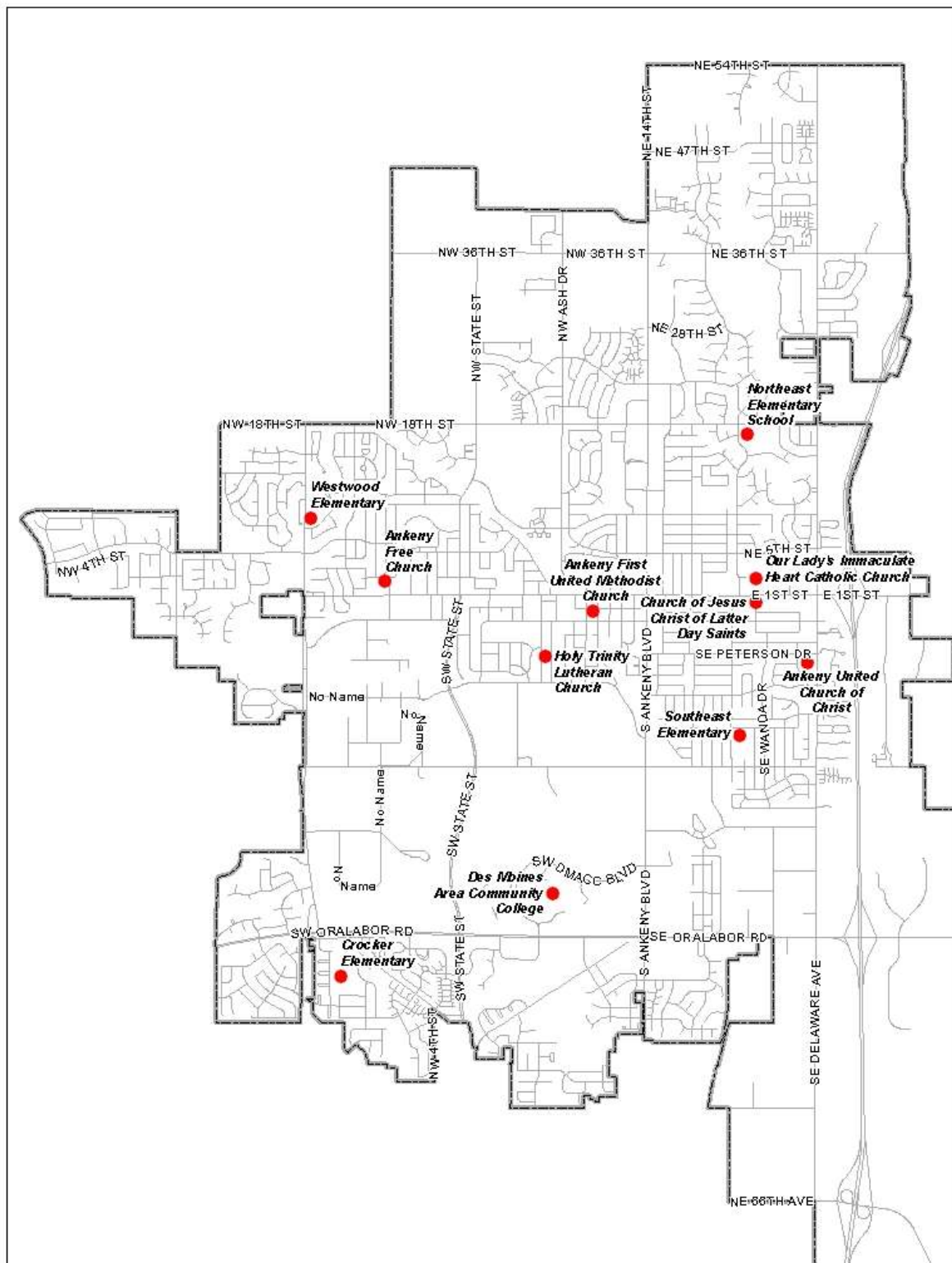
2. North East Elementary School, 1705 NE Trilein Dr., School phone: 965-9620
Steve Drake, Exec Dir of Support Services: 965-9600 (W), 964-5499 (H)
Kevin Koester, Dir of Comm Education: 965-9606 (W), 963-9996 (H)
Cindy Slausen, Principal: 250-0124 (H)
Charles Hayes, Head Custodian: 963-1205 (H)
Dr Anne Laing, Assoc. Supt. of Human Resources: 965-9600 or cell: 321-5986

North West Quadrant:

1. Ankeny Free Church, 118 NW Linden St., Business phone: 964-3870
John Colyer, Pastor: 964-3870
2nd Contact:
2. Westwood Elementary School, 2920 NW 9th St, School phone: 965-9690
Steve Drake, Exec Dir of Support Services: 965-9600 (W), 964-5499 (H)
Kevin Koester, Dir of Comm Education: 965-9606 (W), 963-9996 (H)
Jim Ford, Principal: 965-9690
Kim Johnson, Guidance Counselor: 965-9690
Dr Anne Laing, Assoc. Supt. of Human Resources: 965-9600 or cell: 321-5986

South West Quadrant:

1. Holy Trinity Lutheran Church, 517 SW Des Moines St., Business phone: 964-4348
Ellie Baggett, Steward: 964-1869 (H)
Dean Baer, Pastor: 964-2923 (H)
2. Ankeny First United Methodist Church, 206 SW Walnut St., Business phone: 964-4249
Bill McCollaugh, Property Manager: 964-7219 (H)
John Smahaj, Custodian:
Bob Ward, Pastor: 964-0883 (H)
3. Crocker Elementary School, 2910 SW Applewood St., School phone: 965-9710
Steve Drake, Exec Dir of Support Services: 965-9600 (W), 964-5499 (H)
Kevin Koester, Dir of Comm Education: 965-9606 (W), 963-9996 (H)
Tom Muhlenbruck, Principal: 964-5606 (H)
Ray Anderson, Head Custodian: 964-1233 (H)
Dr Anne Laing, Assoc. Supt. of Human Resources: 965-9600 or cell: 321-5986
4. Des Moines Area Community College, 2006 S Ankeny Blvd, Business phone: 964-7028
Mark Bacthke, Director of Physical Plant, 965-7312
Security Office: 964-6500



Appendix C – Shelter Checklist for Ankeny Residents

Items that should be remembered when moving to a designated shelter after an evacuation of your home or business include:

- Identification such as a driver's license
- Cash, checkbook, credit cards & important papers
- Medications & prescriptions
- Vehicle, house and business keys
- Dentures & eyeglasses
- Important phone numbers
- Change of clothes and personal items for each person
- Clothing specific for the weather
- Secure your home: Doors, utilities, pets.
- Take a portable radio, flashlight, food and drinking water
- Leave a destination and phone number with a friend or neighbor or an evacuation authority if no one else is available.

ANNEX K

HAZARDOUS MATERIALS INCIDENTS

I. Purpose

To provide proper procedures for responding to an incident in the City of Ankeny involving hazardous materials.

II. Responsibility

The Ankeny Fire Department is the principal response agency for incidents regarding hazardous materials. The Fire Department is responsible for fire control, first aid, search and rescue and transportation of any injured.

The first arriving officer will make every attempt to determine the exact nature and extent of the hazard involved and make a report by radio to the dispatcher. These reports should contain the following information:

1. Exact nature of incident
2. Any hazardous situation involved
3. Any request for additional equipment or manpower
4. The identification numbers (if available) of any tank car, airplane or semi-trailer, and if civilian or military
5. Determine what type of rescue equipment is needed to care for the injured.

III. Reporting

The effect of a specific incident is contingent on the following conditions:

- Physical nature of substance involved;
- Quantity of the substance;
- Physical characteristics of the accident;
- Physical characteristics of the location of the incident;
- Reaction ability of containment organization.

Depending on the aforementioned conditions, an incident can lead to one or more of several hazardous situations:

- Explosion,
- Fire,
- Water Contamination,
- Air contamination,
- Soil contamination,
- Radiation.

All major hazardous substances accidents or incidents will be reported to the Iowa Department of Public Safety Communication System and they will ensure that the appropriate State agencies will be notified. Carrier and other incidents involving hazardous substances will be reported to the State Department of Environmental Quality or the State Department of Transportation.

Requests for federal radiological assistance will be initiated by the Department of Environmental Quality to the Energy Research and Development Administration regional office.

The City of Des Moines Police Department Bomb Squad will provide assistance for accidents involving explosive materials.

The Chemical Transportation Emergency Center (CHEMTREC) and the National Response Center (NRC) will provide assistance in coping with chemical accidents.

Assistance in handling accidental leakage of Class B poison pesticides can also be obtained from the Chemical Transportation Emergency Center (CHEMTREC).

IV. Evacuation Consideration/Sheltering in Place

If sheltering in place is determined to be the most appropriate protective action, information and instructions will be provided to the affected citizens. This may include, but not limited to: closing doors (internal and external), windows, fireplace dampers, vents, fans and other openings to the outside. Citizens should also turn off furnaces, air conditioners, cover and stay away from windows.

The Ankeny Director of Emergency Management will make the decision allowing re-entry of contaminated areas if evacuation of the area has occurred.

V. Support/Mutual Aid

In instances where the City of Ankeny requires additional resources to manage a hazardous materials incident, mutual aid should be requested from the Des Moines Fire Department Hazardous Materials Response Unit. Other resources can be obtained through the County Emergency Management Agency and the State of Iowa if needed.

VI. Environmental Health Hazards

Appendix A of this Annex contains a current listing of all fixed facilities in Ankeny with potential environmental health hazards.

VII. Authentication

Date

Ankeny Fire Chief

APPENDICES

Ankeny EHS Facilities

Ankeny EHS Facilities

CSI Chemical Corporation

Joe Carpenter

515-967-4297

1005 Ordnance Road

Ankeny, IA 50021

MAIL:

10980 NE Hubbell Road PO Box 39

Bondurant, IA 50035

D and J Plating 206 SE Magazine Road Ankeny, IA 50021	Don Adler	515-964-1664
Helena Chemical 728 SE Creekview Drive Ankeny, IA 50021	Craig Wilson	515-262-8299
Jacobson Warehouse Company 1610 SE Cortina Drive Ankeny, IA 50021 MAIL: PO Box 224 Des Moines, IA 50301	Brad Jones Paul Wyman	515-265-6171 515-965-9190
John Deere Des Moines Works 825 SW Irvinedale Drive Ankeny, IA 50021 MAIL: PO Box 1595 Des Moines, IA 50306	Mike Haselhuhn	515-289-3256
Perishable Distributors of Iowa 2741 PDI Place Ankeny, IA 50021	Marc Guild	515-965-6358
XPEDX 3201 SE Convenience Blvd. Ankeny, IA 50021	Candy Zidon	515-965-2104

ANNEX L

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

On February 28, 2003, President Bush issued Homeland Security Presidential Directive–5 (HSPD-5), which directed the Secretary of Homeland Security to develop, submit for review, and administer a National Incident Management System (NIMS). This system will provide a consistent nationwide approach for Federal, State, tribal, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. This document establishes the NIMS and provides mechanisms for its further development and for the continuing maintenance of standards, guidelines, and protocols.

Building upon the existing National Interagency Incident Management System (NIIMS), this document integrates best practices that have proven themselves over the years into a comprehensive framework for use by all incident management organizations nation-wide. It also sets in motion the process needed to leverage new technologies and new approaches to continue to refine the NIMS in the future.

NIMS is based on an appropriate mix of both flexibility and standardization.

Flexibility. NIMS provides a consistent and flexible national framework within which all levels of government and private entities can work together to manage domestic incidents, regardless of their cause, size, location, or complexity.

Standardization. NIMS is a set of standardized organizational structures and procedures to improve interoperability among jurisdictions and disciplines. The structures include:

- ❑ Incident Command System
- ❑ Unified command
- ❑ Multi-agency Coordination Systems

The common procedures include:

- ❑ Training
- ❑ Management of resources
- ❑ Qualifications and certification
- ❑ Collection, tracking, and reporting of incident and resource information
- ❑ Continuous system improvement

The NIMS incorporates existing best practices into a nation-wide, standardized domestic incident management system applicable to all hazards and all levels of government. Six major components provide a systems approach to domestic incident management.

I. NIMS Components. The following is a synopsis of each NIMS component. A detailed discussion of each component is included in subsequent sections of this document.

A. Command and Management. NIMS standardizes domestic incident management for all risks and all hazards and across all levels of government. NIMS-standard incident command structures are based on two key constructs:

- The Incident Command System (ICS), which defines the operating characteristics, interactive management components, organization, and operations of incident managers and responders engaged at the scene;
- Multi-agency coordination systems, which define the operating characteristics, interactive management components, organizations, and operations of supporting agencies engaged at the local, tribal, State, regional, and Federal levels through mutual-aid agreements and other assistance arrangements.

B. Preparedness. Incident management must begin before an incident takes place. Preparedness requires planning, training, qualifications and certification, and publication management. A synopsis of each of these activities follows:

- Planning: Plans describe how personnel, equipment, and other resources will be used in response to an incident. Plans provide mechanisms for setting priorities, integrating multiple entities and functions, and ensuring that communications and other systems are available to support domestic incident management activities.
- Training: Training includes standard courses on incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific courses; as well as providing training required for supporting technologies.
- promulgate, and measure performance against national standards to certify that personnel are qualified to perform NIMS-related functions.
- Publications Management: Publications management refers to developing publication materials, administering publications—including establishing naming and numbering conventions, managing the publication and promulgation of documents, exercising control over sensitive documents, and revising publications when necessary.

C. Resource Management. NIMS defines standardized mechanisms to describe, inventory, track, and dispatch resources before, during, and after an incident.

D. Communications and Information. NIMS establishes a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing support to all levels of incident management. These are briefly described as follows:

- **Incident Management Communications.** A system to ensure effective communications support for incident management efforts at all levels.
- **Information Management.** Information management helps ensure that information, including communications and data, flows efficiently between all levels responsible for managing or directing domestic incidents. Effective information management enhances preparedness and response for a domestic incident by providing, promoting, and facilitating information and automation initiatives, and presenting a common operating picture that ensures that decision-making is more informed.

E. Supporting Technologies. This component promotes national standards and interoperability for supporting technologies to successfully implement NIMS, as well as standard technologies for specific professional disciplines or incident types. It provides an architecture for science and technology support to domestic incident management.

F. Ongoing Management and Maintenance. This component establishes an activity that will provide strategic direction for and oversight of NIMS, supporting both routine maintenance and the continuous refinement of the system over the long term.

INCIDENT COMMAND SYSTEM

The Incident Command System (ICS) is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in domestic incident management. It is used to organize field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—local, State, tribal, and Federal. It is usually organized to manage five major functional areas: command, operations, planning, logistics, and finance/administration.

I. Concepts and Principles

A. Incidents are managed locally. The initial response to most domestic incidents is handled by local first responders, and many responses will need to go no further. In those instances in which additional resources are required or are provided from within a jurisdiction across disciplines, or from outside of a jurisdiction, the ICS provides a mechanism for coordinated domestic incident management.

B. NIMS requires that field command and management functions be performed in accordance with a standard set of ICS organizations, doctrine, and procedures. Incident commanders have the flexibility to modify procedures or organization as necessary to accomplish the mission.

C. ICS is modular and scalable. ICS is designed to have the following operating characteristics:

- It is suitable for operations within a single jurisdiction or single agency, a single jurisdiction with multi-agency involvement, or multiple jurisdictions with multi-agency involvement.
- It is applicable for users throughout the country.
- It is readily adaptable to new technology.
- Its organizational structure adapts to any emergency or incident to which domestic incident management agencies would be expected to respond.
- Its staff expands or contracts in a logical manner based on the size and complexity of the incident.

D. The ICS has interactive management components that work together to provide effective domestic incident management.

E. The ICS establishes common terminology that allows disparate organizations to work together effectively.

F. The ICS incorporates measurable objectives. Measurable objectives ensure fulfillment of incident goals. Objective-setting begins at the top and filters through the entire organization.

II. Management Characteristics.

ICS is based on effective management characteristics. Each contributes to the strength and efficiency of the system.

A. Common Terminology. ICS establishes common terminology that allows diverse operational, management, and support entities to work together across a wide variety of incident management functions.

- **Organizational Functions.** Major functions and functional units of domestic incident management are named and defined. Terminology for the organizational elements is standard and consistent.
- **Resources.** Major resources, including all personnel, facilities, and major items of equipment, supplies, and facilities available at an incident, are given common names to avoid confusion. The process for accomplishing this is specified in Chapter IV.

B. Modular Organization. The incident command organization structure develops in a modular fashion based on the size and complexity of an incident. When needed, separate sections can be established, each of which may be divided into functional units. Responsibility for all functions is placed with the incident commander. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated. The number of management positions reflects the need to adequately address the requirements of the incident.

C. Management by Objective. As a "top-down" procedure for obtaining desired results, management by objective starts with top management at each level of government—an agency head, a unit administrator, a district manager, or other appropriate public official—and filters down to the incident commander and on through the entire ICS organization. Management by objective includes

- establishing strategic objectives;
- promulgating assignments, plans, procedures, and methods;
- establishing and directing specific, measurable objectives for various functions, in support of the strategic objectives; and
- documenting results to describe how well the objectives are achieved.

D. Reliance on an Incident Action Plan. Incident Action Plans (IAP) provide a coherent means to establish and achieve the overall incident objectives.

E. Manageable Span of Control. Safety factors and sound management planning will influence span-of-control considerations. Within ICS, the span-of-control of any individual with incident management responsibility should range from three to seven. The type of incident, nature of the task, hazards and safety factors, and distances between resources all influence span-of-control considerations.

F. Designated Incident Locations and Facilities. There may be various types of locations/facilities established near the incident area for various purposes, such as decontamination, donated goods, etc., The identification and location of facilities are based upon the requirements of the incident at the direction of the Incident Commander.

G. Comprehensive Resource Management. Resource management includes processes for categorizing, allocating, acquiring, tracking, and deploying resources. Resources are defined as personnel, equipment, supplies, and facilities available or potentially available for assignment or allocation.

H. Integrated Communications. All entities involved in domestic incident management will use a common communications plan. This plan links the tactical and support units of the various agencies and is necessary to maintain communications discipline. Preparedness planning must address equipment, systems, and protocols necessary to achieve integrated voice and data communications.

I. Establishment and Transfer of Command. The command function must be clearly established from the beginning of incident operations. The agency

with primary jurisdiction at the scene designates the most qualified individual at the scene to establish command. When command is transferred, the process must include a briefing that captures all essential information for continuing effective command.

J. Chain of Command and Unity of Command. Chain of command refers to the orderly line of authority within the ranks of the organization. Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers must be able to control the position and function of all personnel under their supervision.

K. Reliance on Unified of Command. In incidents involving multiple jurisdictions a unified command allows agencies with different legal, geographic, and functional responsibilities to work together effectively.

L. Accountability. Effective accountability during domestic incident management is essential. To that end, the following processes must be established:

- **Check-In.** All responders, regardless of agency affiliation, must report in accordance with the procedures established by the incident commander to receive a mission assignment.
- **Incident Action Plan.** Tactical operations must be directed and coordinated as outlined in the IAP.
- **Unity of Command.** Each individual involved in domestic incident management will be assigned to only one supervisor.
- **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates. Division or group supervisors must be able to communicate with and control all resources under their supervision.
- **Unit or Branch Assignment Lists.** Resources with active assignments in the Operations Section must be identified.

- **Resource Tracking.** Resources with active assignments must be identified on unit or branch assignment lists. Each supervisor will record and report resource status changes as they occur.

M. Deployment. Personnel and equipment should only respond when requested or when dispatched by an appropriate authority.

N. Information and Intelligence Management. There must be an established process for gathering and managing incident-related information.

III. ICS Organization and Operations.

- I. Command and General Staff Overview.** The ICS organization has five major functions, as described in Figure 1. These are command, operations, planning, logistics, and finance and administration (with a potential sixth functional area to cover the Intelligence function as described in paragraph II.N. above).

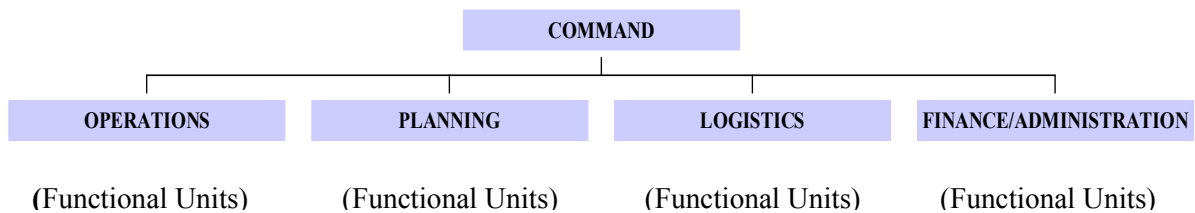
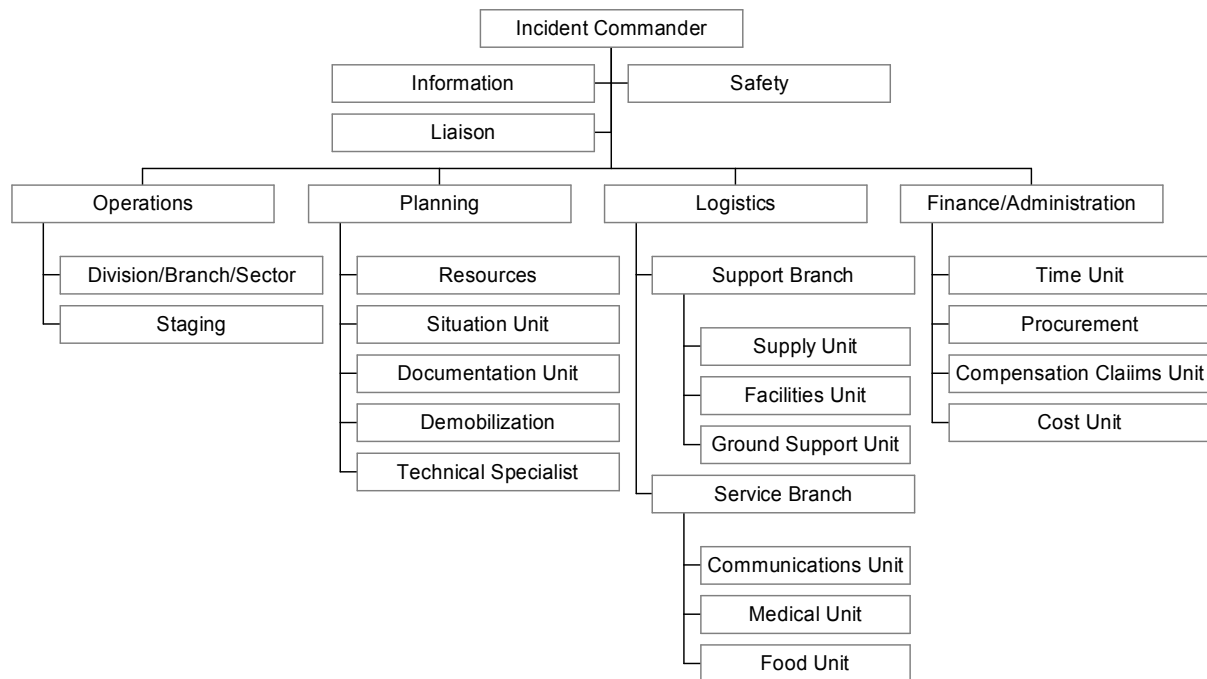


Figure 1 - Incident Command System: Command Staff and General Staff

Fully Developed Incident Command Structure



- (1) Command staff is composed of the Incident Commander and his immediate staff. Positions are established to assume responsibility for key activities, which are not a part of the line organization. These positions may include the Information Officer, Safety Officer, and Liaison Officers.
- (2) General staff is composed of the group of domestic incident management personnel that represent the major functional or “line” elements of any command to include the operations section chief, planning section chief, logistics section chief, and finance and administration section chief.

Information on the specific functions and makeup of the units within each section is located in the Appendices.

II. The Command Staff.

The command element is responsible for overall management of the incident. This includes certain staff functions required to support the command function.

(1) The Command Function

The command function may be conducted in two general ways:

- (a) Single Command Incident Commander/Deputy. When an incident occurs within a single jurisdiction and there is no jurisdictional overlap, a single Incident Commander (IC) should be designated by the jurisdictional agency to have overall management responsibility for the incident.

The Incident Commander will prepare Incident Objectives upon which subsequent incident action planning will be based. The Incident Commander will approve the IAP and approve all requests for ordering and releasing of incident resources.

- (b) Unified Command. UC is an important element in multi-jurisdictional domestic incident management. It provides guidelines for agencies with different legal, geographic, and functional responsibilities to work together effectively. UC overcomes much of the inefficiency and duplication of effort that can occur when agencies with functional and geographic jurisdictions, or agencies at different levels of government, work together without a common system. All agencies with jurisdictional responsibility at a multi-jurisdictional incident participate in the UC and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and making maximum use of all assigned resources. The proper selection of participants to work within a UC structure depends upon the location of the incident (which geographical administrative jurisdictions are involved) and the type of incident (which functional agencies of the involved jurisdiction(s) are required).

- (i) Incident commanders represent different legal authorities and use a collaborative process to establish incident priorities that accommodate those authorities. Agencies heavily involved in the incident, which lack jurisdictional responsibility, are represented in the command structure through the liaison officers. Jurisdictional

responsibilities of multiple incident commanders are consolidated into a single planning process, including

- responsibilities for incident mitigation;
- incident objectives;
- resource availability and capabilities;
- limitations; and
- areas of agreement and disagreement between incident commanders.

(ii) Each incident is managed under a single, collaborative approach, including

- one organizational structure;
- one incident command post;
- one planning process; and
- one resource management process.

(iii) Under UC, a single individual, the Operations Section Chief (OSC) will direct the tactical implementation of the IAP. The OSC will normally come from the agency with the greatest jurisdictional involvement. UC will agree on the designation of the OSC. Unified command works best when incident commanders are collocated at an incident command post and observe the following practices:

- Select one Operations Section Chief (OSC) for each operational period.
- Keep each other informed of specific requirements.
- Establish consolidated incident objectives, priorities, and strategies.
- Coordinate to establish a single system for ordering resources.
- Develop a consolidated IAP, written or verbal; evaluated and updated at regular intervals.

- Establish procedures for joint decision-making.
- (iv) The primary differences between the single command structure and the unified command structure are:
- In a single command structure, the incident commander is solely responsible (within the confines of his or her authority) to establish objectives and overall management strategy associated with the incident. The incident commander is directly responsible for ensuring that all functional area actions are directed toward accomplishment of the strategy.
 - In a unified command structure, the individuals designated by their jurisdictions (or by departments within a single jurisdiction) must jointly determine objectives, strategies, and priorities.

(2) Staff Officer Functions

Members of the command staff assume responsibility for key activities that are not a part of the line organization. Three specific staff positions have been identified:

- (a) Information Officer: The information officer develops accurate and complete information on the incident's cause, size, and current situation; on the resources committed thus far; and on other matters of general interest. The information officer is generally the point of contact for the media and other governmental agencies that desire information directly from the incident. Whether the command structure is single or unified, only one information officer should be designated. Assistants may be assigned from other agencies or departments involved. The ICs must approve all incident information that the information officer releases.
- (b) Safety Officer: The safety officer assesses hazardous and unsafe situations and develops measures for ensuring personnel safety. The safety officer should have emergency authority to stop and/or prevent unsafe acts. In a UC structure, a single safety officer should be designated, despite the multiple jurisdictions involved. Assistants may be required and may be assigned from other agencies or departments making up the UC.

(c) **Liaison Officer:** The liaison officer is the point of contact for representatives of other agencies. In either a single or unified command structure, representatives from assisting or cooperating agencies would coordinate through the liaison officer. Agency representatives assigned to an incident should have the authority to speak for their own agencies on all matters. Assistants may be assigned from other agencies or departments involved with the incident.

In the context of large or complex incidents, command staff members may need one or more assistants to manage their workloads. Each command staff member is responsible for organizing his or her assistants for maximum efficiency. Additional positions might be required, depending upon the nature and location of the incident, or requirements established by the IC (for example, an intelligence officer, if sensitive information needs to be managed).

III. The General Staff.

The general staff is responsible for the functional or “line” elements of any command; it consists of the following components:

Operations Section. Tactical operations at the incident include all activities directed toward reduction of the immediate hazard, establishing situation control, and restoration of normal operations.

Figure 2 shows the primary organizational structure within the Operations Section. However, several different ways to organize domestic incident management operations are acceptable. In some cases, the selected method will be determined based upon jurisdictional boundaries. In other cases, a strictly functional approach will be used. In still others, a mix of functional and geographical considerations may be appropriate. The ICS offers flexibility in determining the right approach based on specific circumstances of the incident at hand.

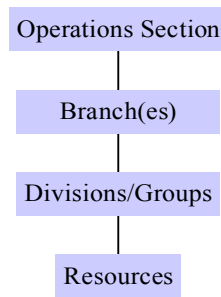


Figure 2 - Major Organizational Elements of Operations Section

- (a) **Operations Chief and Deputies.** The Operations Section Chief (OSC) is responsible for the direct management of all incident tactical activities. The OSC will establish tactical objectives for each operational period, with all section chiefs and unit leaders establishing their own supporting objectives. The section chief may have one or more deputies assigned, with deputies from other agencies encouraged in multijurisdictional incidents. A section chief should be designated for each operational period and should have direct involvement in the preparation of the IAP for the period of responsibility.
- (b) **Branches.** Branches may be established to serve several purposes. In general, branches are established when the number of divisions or groups exceeds the recommended span of control of 3:1 to 7:1 for the OSC.
- (c) **Divisions and Groups.** Divisions and Groups are established when the number of resources exceeds the span of control of the Operations Section Chief. Divisions are established to divide an incident into physical or geographical areas of operation. Groups are established to divide the incident into functional areas of operation. For certain types of incidents, for example, the IC may establish intelligence functions as a functional group in the operations section.

Planning Section. The Planning Section collects, evaluates and disseminates incident situation information (including unclassified intelligence information), prepares status reports, displays situation information, maintains status of resources assigned to the incident, and develops the IAP.

As shown in Figure 3, the Planning Section has four primary units and may have a number of technical specialists to assist in evaluating the situation and forecasting requirements for additional personnel and equipment.

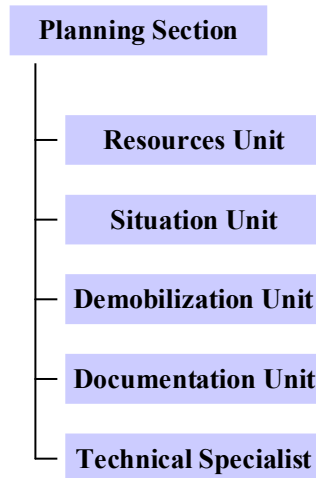


Figure 3 - Planning Section Organization

The Planning section is usually responsible for gathering and disseminating information critical to the incident, unless the incident commander places the function elsewhere. Traditionally, information and intelligence functions are located in the Planning Section.

The Planning Section is also responsible for developing the IAP. The IAP should include the overall incident objectives strategies established by the incident commander or the UC. In the case of UC, the incident objectives should adequately address the mission and policy needs of each jurisdictional agency. It should also address tactical objectives and support activities required for one operational period, generally 12 to 24 hours. The IAP is especially important when

- (a) multiple agency resources are being used;
- (b) several jurisdictions are involved; or
- (c) changes in shifts of personnel and/or equipment are required.

The plan may be oral or written. When written, the plan will typically contain a number of components as shown in Figure 4.¹

¹ For full descriptions of units in each ICS section, see the Tabs in Appendix A.

<u>Common Components:</u>	<u>Normally Prepared By:</u>
1. Incident Briefing	Incident Commander
2. Incident Objectives	Planning Section Chief
3. Organization List/Chart	Resources Unit
4. Assignment List	Resources Unit
5. Communications Plan	Communications Unit
6. Logistics Plan	Resources Unit
7. Medical Plan	Medical Unit
8. Incident Map	Situation Unit
9. Safety Plan	Safety Officer
<u>Other Potential Components</u>	
1. Air Operations Summary	Air Operations
2. Traffic Plan	Ground Support Unit
3. Decontamination Plan	Technical Specialist
4. Waste Management or Disposal Plan	Technical Specialist
5. Demobilization Plan	Demobilization Unit

Figure 4 - Sample IAP Outline

Logistics Section. The Logistics Section (Figure 5) provides all support needs to the incident, including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and medical services.

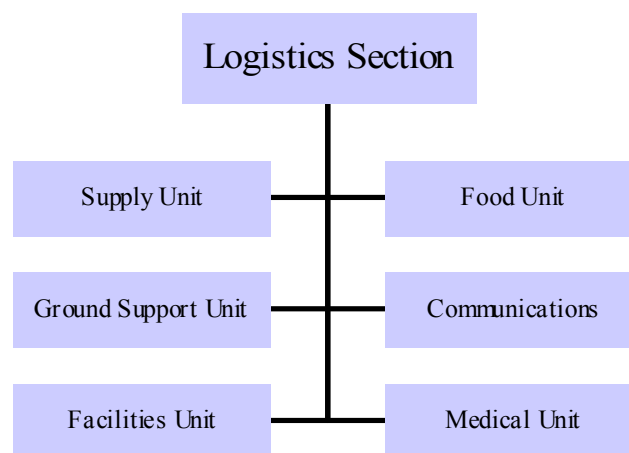


Figure 5 - Logistics Section Organization

Finance and Administration Section. A Finance and Administration Section is established when the agency(s) involved in an incident require(s) finance and other administrative services. Not all agencies will require a separate Finance and

Administration Section. In cases that require only one specific function (e.g., cost analysis), the service can be provided by a technical specialist in the planning section. The basic organizational structure for a Finance and Administration Section is shown in Figure 6. When such a section is established, the depicted units may be created as required. The Appendices provide information relative to the function and responsibilities of each unit.

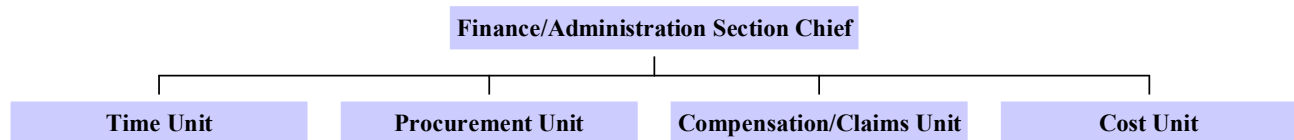


Figure 6 - Finance and Administration Section Organization

Information and intelligence function. The sharing of information and intelligence is an important component of ICS. In this context, intelligence includes not only national security or other types of *classified* information but also other operational information, such as risk assessments, weather information, geospatial data, structural designs, and utilities and public works data that may come from a variety of sources. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, intelligence must be shared with personnel, designated by the Incident Commander who have “need-to-know” to ensure that it supports decision-making.

The intelligence function in an incident may be organized in one of the following ways:

- Within the Command staff. This option may be most appropriate in incidents with little need for tactical intelligence, and where the intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.
- As a branch within the Planning (and Intelligence) Section. This option may be most appropriate in incidents with some need for tactical intelligence, and where a law enforcement entity is not a member of the UC.

- As a branch within the Operations Section. This option may be most appropriate in incidents with a high need for tactical intelligence, and where law enforcement is a member of the UC.
- As separate section, which may be most appropriate where an incident heavily driven by intelligence factors.

IV. Area Command

A. Description

An area command is activated only if necessary, depending upon the incident's complexity and span of control considerations. An agency administrator or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an area command. An area command is established either to oversee the management of multiple incidents that are each being handled by an ICS organization or to oversee the management of a very large incident that has multiple incident management teams. Area command is used when there are a number of incidents in the same area and of the same type, such as two or more hazardous materials (HAZMAT) or oil spills, and fires. These are the kinds of incidents that might compete for the same resources. When incidents do not have similar resource demands, they are usually handled as separate incidents and are coordinated through an Emergency Operations Center (EOC). If the incidents under the authority of the Area Command are multi-jurisdictional, then a Unified Area Command should be established. This allows each jurisdiction to have representation in the Area Command. Area command should not be confused with an EOC. An area command has direct command authority over the incident commander(s) while an EOC coordinates support functions and provides resources support.

B. Responsibilities. For the incidents under its authority, an area command has the responsibility to:

- set overall incident-related priorities;
- allocate critical resources based on priorities;
- ensure that incidents are properly managed;
- ensure that domestic incident management objectives are met and do not conflict with each other or with agency policy;

- identify critical resource needs and report them to EOCs; and
- ensure that short-term emergency recovery is coordinated to assist in transition to full recovery operations.

See the Appendices for additional information and guidance on area commands.

V. Multiagency Coordination Systems.

1. Definition.

Multiagency coordination systems are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities. The primary functions of multiagency coordination systems are to establish domestic incident management policies and priorities, to provide logistics and track resources in support of domestic incident management activities, to allocate limited resources based on domestic incident management priorities, to coordinate incident related information, and to coordinate inter-agency and inter-governmental decisions on domestic incident management policies, priorities, and strategies. Tactical and operational responsibility to domestic incident management activities remains with incident commanders.

2. System Elements.

Multi-agency coordination systems may contain three principal elements: emergency operations centers, multi-agency coordinating entities (in the context of certain multi-jurisdictional or complex incident management scenarios), and joint information systems.

- a. **Emergency Operations Center.** An EOC is a physical location for coordination of assistance in support of domestic incident management activities. These centers may alternatively be called command centers, situation rooms, crisis management centers, or other similar terms. Regardless of the term used, EOCs represent the physical location where the coordination of information and resources to support domestic incident management activities normally takes place. Emergency operations centers may be organized by major functional disciplines (fire, law enforcement, medical services, and so on), by jurisdiction (city, county, region, and so on), or some combination thereof.

Emergency operations centers may be permanent organizations and facilities or may be established to meet temporary, short-term needs. The physical size, staffing, and equipping of an EOC will depend on the size and capability of the jurisdiction and the expected workload required of the EOC. EOCs may be organized and staffed in a variety of ways. Regardless of the specific organization, EOCs must include the following core functions: command and management, communications, resource dispatch and tracking, planning, and information collection, analysis, and dissemination. EOCs may also support multiagency coordination and joint information activities as discussed below.

EOCs at all levels of government must be capable of communicating appropriately with other EOCs. The efficient functioning of EOCs depends on the existence of mutual aid agreements among participating agencies. Such agreements are discussed in Chapter III.

- b. **Multi-agency Coordination Entities.** In the case of incidents that cross disciplinary or jurisdictional boundaries or those that involve complex incident management scenarios, a multi-agency coordination entity may be used to facilitate domestic incident management. The situation at hand and the needs of the jurisdictions involved will dictate how these multi-agency coordination entities conduct their business, as well as how they are structured. Multi-agency coordination entities typically consist of principals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities. These entities are often referred to as crisis action teams, policy committees, incident management groups, executive teams, or other similar terms.² In many cases, emergency operations centers serve a dual function as a multi-agency coordination entity; in others, the preparedness organizations discussed in Chapter III may fulfill this role. Regardless of the term or organizational structure used, these entities typically provide strategic direction during domestic incidents. If constituted separately, multi-agency coordination entities, preparedness organizations, and emergency operations centers

² For example, the wildland fire community has such an entity called the Multi-Agency Coordination Group (MAC Group).

must coordinate and communicate with one another to provide uniform and consistent guidance to incident management personnel.

Regardless of form or structure, the principal functions and responsibilities of the multi-agency coordination entity typically include the following:

- ensure that each agency involved in domestic incident management activities is providing appropriate situational awareness and resource status information;
- establish domestic incident management priorities;
- acquire resources required by incident management personnel;
- anticipate and identify future resource requirements;
- resolve policy issues arising from the incident; and
- provide strategic direction as required.

Following incidents, multi-agency coordination entities are also typically responsible for ensuring that improvements in plans, procedures, communications, staffing, and other capabilities necessary for enhanced incident management are acted upon. These improvements should also be coordinated with appropriate preparedness organizations (See Chapter III), if these organizations are constituted separately.

C. Public Information Systems.

Systems and procedures for communicating timely and accurate information to the public are critical during crisis or emergency situations. This section describes the principles, system components, and procedures needed to support effective emergency public information operations.

1. Public Information Principles.

- a. **Public Information Officer supports the Incident Command.**
Under the ICS, a Public Information Officer (PIO) is a key staff member supporting the command structure. The PIO represents and advises the Incident Command on all public information matters relating to the incident management. PIO handles media and public inquiries, emergency public information; rumor monitoring and response, media monitoring, and other functions required to

disseminate information related to the incident. PIO is also responsible for coordinating public information at or near the incident site and serving as the on-scene link to the Joint Information System (JIS). In a large-scale operation, the on-scene PIO serves as a field PIO with links to the appropriate Joint Information Center (JIC) at the local, State, regional or Federal emergency operations center. The JIS provides the mechanism for integrating public information activities among JICs, across jurisdictions, and with the private sector.

- b. **Public information functions must be coordinated and integrated across jurisdictions; among local, State, Tribal, and Federal partners; and with the private sector.** During emergencies, the public may receive information from a variety of sources. The JIC provides a location for organizations participating in the management of an incident to work together to ensure that timely, accurate, easy-to-understand, and consistent information is disseminated to the public. The JIC comprises representatives from each organization involved in management of an incident. In large or complex incidents, JICs may be established at various levels of government. All JICs must communicate and coordinate with each other on a continuous basis.
- c. **Organizations participating in an incident management retain independence.** MAC Groups are responsible for establishing and overseeing JICs to include processes for coordinating and clearing public communications. As with UC, the departments, agencies, organizations, or jurisdictions that contribute to joint public information do not lose their individual identities or responsibility for their own programs or policies. Rather, each entity contributes the overall unified message.

ANNEX M

DEBRIS MANAGEMENT PLAN

I. Purpose

To facilitate and coordinate the removal, collection, and disposal of debris following a disaster; to mitigate any potential threat to the health, safety, and welfare of the impacted citizens, and expedite recovery efforts in the impacted area; and to address any threat of significant damage to improved public or private property.

II. Situation

Natural and man-made disasters precipitate a variety of debris that includes, but is not limited to, such things as trees, sand, gravel, building/construction materials, vehicles, personal property, etc.

The quantity and type of debris generated from any particular disaster is a function of the location and kind of event experienced, as well as its magnitude, duration, and intensity.

The quantity and type of debris generated, its location, and the size of the area over which it is dispersed directly impacts the type of collection and disposal methods used to address the debris problem, associated costs incurred, and the speed with which the problem can be addressed.

In a major or catastrophic disaster, the City of Ankeny may have difficulty in locating staff, equipment, and funds to devote to debris removal, in the short- as well as long-term. Private contractors play a significant role in the debris removal, collection, reduction, and disposal process.

The debris management program implemented by the City of Ankeny will be based on the waste management approach of reduction, reuse, reclamation, resource recovery, incineration, and land filling, respectively.

III. Organization and Concept of Operations

The Public Works Department is responsible for the debris removal function. They will work in conjunction with designated support agencies, utility companies, waste management firms, and trucking companies to facilitate the debris clearance, collection, reduction, and disposal needs following a disaster.

The Public Works Department is responsible for removing debris from the public right-of-way. Only when it is deemed in the public interest will debris be removed from private property. If necessary, equipment will be staged in strategic locations both locally as well as regionally, to protect the equipment from damage, preserve the decision maker's flexibility for employment of the equipment, and allow for the clearing crews to begin work immediately after the disaster.

Because of the limited quantity of resources and service commitments following the disaster, the City of Ankeny may hire private contractors to remove, collect, and manage debris for reuse, resource recovery, reduction, and disposal. Using private contractors instead of government workers in debris removal activities has a number of benefits. It shifts the burden of conducting the work from the City of Ankeny to the private sector, freeing up government personnel to devote more time to their regularly assigned duties. Private contracting also stimulates local, regional, and state economies impacted by the storm, as well as maximizing state and local governments' level of financial assistance from the federal government. Private contracting allows the state and its political subdivisions to more closely tailor their contract services to their

specific needs. The entire process (i.e., clearance, collection, transporting, reduction, and disposal, etc.) or segments of the process can be contracted out.

The Public Works Department will develop and maintain a list of approved contractors who have the capability to provide debris removal, collection, and disposal in a cost effective, expeditious, and environmentally sound manner following a disaster.

IV. Organization and Concept of Operations

The City of Ankeny is responsible for developing a debris management plan and shall select a “Debris Manager” to supervise a “Debris Management Staff”. The staff shall be comprised of personnel to perform the following functions:

Administration

Function: Housekeeping, supplies, equipment, funding, and accounting.

Contracting and Procurement

Function: Bidding requirements, form, advertisements for bids, instructions to bidders, and contract development.

Legal

Function: Contract review, right of entry permits, community liability, condemnation of buildings, land acquisition for temporary staging and reduction sites, land acquisition for disposal sites, insurance.

Operations

Function: Supervision of government and contract resources and overall project management.

Engineering

Function: Detailed damage assessment, identification of project tasks, assignments of tasks, preparation of estimates, plans, specifications, and recommendation of contract award.

Public Information Specialist

Function: Coordinate press releases, contacts with local organizations, individuals, and media; and public notices for debris removal and disposal contracts.

The staff shall coordinate with all state and federal agencies responsible for disaster response and recovery operations. The staff will be assigned to the following tasks:

- Assembling to develop a Debris Management Plan.
- Developing an analysis of debris management capability
- Discouraging development in hazardous zones.
- Developing public information and education programs.
- Training personnel in debris management techniques.
- Maintaining pre-disaster maps, blueprints, photos and other documents.
- Making a list of critical facilities (streets, roads, and bridges) requiring debris clearance.
- Identifying non-government groups that could assist in debris management activities.

V. Contracts and Cooperative Agreements

Sample contracts, with a menu of services and generic scopes of work, will be developed by the City of Ankeny prior to the disaster. This will allow the city to more closely tailor its contracts to its needs, as well as expedite their implementation in a prompt and effective manner.

The City of Ankeny will be responsible for managing the debris contract from project inception to completion. Managing the debris contract includes such things as monitoring performance, contract modifications, inspections, acceptance, payment, and closing out of activities. The City of Ankeny is encouraged to enter into cooperative agreements with other state agencies and local governments to maximize public assets. The development of such agreements must comply with the guidelines established in their agency procurement manual. All state agencies and local governments that wish to participate in such agreements should be identified prior to the development and implementation of the agreement.

The three types of contracts that may be required are the:

Times and Materials Contract. Will be limited to the first 100 hours of operation and only after all state and local equipment has been committed. The price for equipment applies only when the equipment is operating. The City of Ankeny can terminate the contract at its convenience and does not guarantee a minimum number of hours.

Lump Sum Contract. The price of the work is fixed unless there is a change in the scope of work to be performed. Lump sum contracts will be calculated on either the “area” method or the “pass” method. The lump sum contract shall only be used when the scope of work is clearly defined and the areas of work can be specifically quantified.

The Unit Price Contract. Is the most accurate account of actual quantities removed. Requires field inspectors to measure the completed work. All contractor trucks must be measured. Requires load tickets identifying truck number, contract number, contractor’s name, date, time-departed site, and estimated volume.

The City of Ankeny has drawn up sample contracts and these contracts are attached to this plan.

The City of Ankeny shall adopt by resolution the Statewide Mutual Aid Compact. This agreement includes utilization of personnel, equipment, public works and engineering, building inspection, communications, emergency services, and law enforcement.

The City of Ankeny will identify certain volunteer, state and federal agencies ready to assist. These agencies include the Ankeny Community Emergency Response Team (ACERT), civic clubs, church organizations, the Salvation Army, the State Department of Transportation, the National Guard, scrap dealers, and the U.S. Department of Labor. The volunteer organizations will be coordinated by the ACERT with assistance from county and state agencies.

VI. Debris Storage and Reduction Sites

Debris storage and reduction sites will be identified and evaluated by interagency site selection teams comprised of a multi-disciplinary staff that is familiar with the area. A listing of appropriate local, state, and federal contacts will be developed by the appropriate agencies to expedite the formation of the interagency, multi-disciplinary site selection teams.

Initially debris will be placed in temporary holding areas, determined before the onset of the disaster, until such time as a detailed plan for debris collection and disposal is prepared. This is not anticipated until after local traffic has been restored.

Temporary debris collection sites should be readily accessible by recovery equipment and should not require extensive preparation or coordination for use. Collection sites will be on public property when feasible to facilitate the implementation of the mission and mitigate any potential liability requirements. Activation of sites will be under the control of the Public Works Director and will be coordinated with other recovery efforts through the emergency operations center.

Site selection criteria will be developed into a checklist format for use by these teams to facilitate identification and assessment of potential sites. Criteria will include such factors as ownership of property, size of parcel, surrounding land uses, environmental conditions, and transportation facilities that serve the site. A site selection priority list is included as an attachment to this plan.

The following is a list of temporary holding sites:

City Landfill, Old West Treatment Plant
North Creek Park

Prairie Ridge Sports Complex parking lots
Prairie Ridge Aquatic Center parking lots
Northview Middle School north parking lot

VII. Debris Removal Priorities

The debris removal process must be initiated promptly and conducted in an orderly, effective manner in order to protect public health and safety following a major or catastrophic event. To achieve this objective, the first priority will be to clear debris from key roads in order to provide access for emergency vehicles and resources into the impacted area. Key roads in Ankeny are identified as follows:

First St.
Ash Drive
Ankeny Blvd.
Delaware Ave.
State St.
Irvinedale Dr.
Oralabor Rd.
18th St.
36th Street
Corporate Woods Drive

The need and demand for critical services will increase significantly following a disaster. Therefore, the second priority of debris removal resources will be to provide access to critical facilities pre-identified by state and local governments. Critical facilities in Ankeny have been identified as:

City Hall
Fire Station
Police Station
Public Services Building
Ankeny Maintenance Facility
Wastewater Treatment Plant

The third priority for the debris removal teams to address will be the elimination of debris related threats to public health and safety. This will include such things as the repair, demolition, or barricading of heavily damaged and structurally unstable buildings, systems, or facilities that pose a danger to the public. Any actions taken to mitigate or eliminate the threat to the public health and safety must be closely coordinated with the owner or responsible party. If access to the area can be controlled, the necessary actions can be deferred.

Debris Classification

To facilitate the debris management process, debris will be segregated by type. It is recommended that the categories of debris established for recovery operations be standardized.

Segregation of Debris

Garbage and trash from residents should be set out at the curb as normal. Residents will be informed not to mix garbage and trash with structural debris, vegetation, tires, household hazardous waste or appliances.

The Metro Waste Authority Public Information Officer will develop a proactive information management plan. Emphasis will be placed on actions that the public can perform to expedite the cleanup process. Flyers, newspapers, radio and TV public service announcements will be used to obtain the public's cooperation in separating tree and landscape debris; segregating household hazardous materials, banned materials and appliances; placing disaster debris at the curbside; and segregating garbage and recyclable materials. Pickup schedules will be disseminated in the local news media.

Household Hazardous Waste (HHW)

The Regional Collection Center (RCC) will establish contacts with local, state, and federal regulatory agencies after the disaster. The RCC shall be responsible for coordinating drop-off locations with regulatory agencies within the debris zones as needed. RCC staff will provide for the removal and disposal of any and all eligible hazardous waste brought to these sites. RCC staff will maintain contact with regulatory agencies to ensure cleanup actions meet local, state and federal regulations.

Contractors and public works staff are encouraged to separate HHW at the curb and not haul it to a debris management site or the landfill. Residents will be encouraged to separate and transport HHW to pre-identified drop-off points.

The RCC will receive, by appointment, HHW collected by the public works division at its permanent facility at 225 Prairie Drive in Bondurant, IA.

Business Hazardous Waste

RCC staff will provide technical assistance to businesses regarding the disposal of hazardous waste. For eligible industrial or commercial hazardous waste resulting from the disaster, the RCC will provide collection and disposal assistance. Businesses may call the RCC at 967-5512 for help.

Special Waste

Special waste for disaster-affected businesses will be expedited on a case-by-case basis. For special assistance, businesses may call 323-6525.

Appliances

Appliances must be segregated from other disaster debris. All appliances must be demanufactured before being recycled or disposed of. The demanufacturing of appliances is governed by Chapter 567-IAC 188 "Discarded Appliance Demanufacturing." "Metro Waste Authority Appliance Acceptance Policy" governs the acceptance and unloading of appliances at Metro Park East Landfill (MPE) and this policy is attached as an annex.

Asbestos

Regulated asbestos containing material (RACM) must be separated from construction and demolition waste. RACM may be disposed of at MPE if it is accompanied by a waste shipment record and complies with the provisions of the Asbestos NESHAP.

Ash Disposal

Ash from burn sites should be tested using the Toxicity Characteristic Leaching Procedures (TCLP). One composite sample from each separate ash pile should be analyzed. If contamination is not found, ash may be disposed of at MPE under an MPE permit.

Soil Disposal

The disposition of soil is determined through a process that characterizes the material for potential hazardous and designated constituents. MPE can accept all non-hazardous soil that is not suitable for reuse onsite.

Soils must be tested if it is determined that there is fuel, oil or other hazardous materials present. Soil can be temporarily stored pending receipt of soil analytical data. Stored soil that is determined to be hazardous must be removed.

Waste Tires

Scrap tires collected during a disaster may be taken to the MRC, the RCC, or the MPE landfill for recycling. Scrap tires should never be burned.

Dead Animals

Emergency storm events can result in loss of livestock, pets, and natural wildlife. MPE can accept segregated loads of dead animals.

VIII. Debris Disposal and Reduction

Once the debris is removed from the damage sites, it will be taken to the temporary staging sites. The three methods of disposal are burning, recycling, and grinding/chipping.

Grinding and chipping will be utilized as a viable reduction method. Grinding and chipping reduces the volume on a 4 to 1 ratio. For grinding and chipping to be feasible, 25% of volume remaining must have some benefit or use.

The three primary burning methods are open burning, air curtain pit burning, and incineration. Controlled open burning is a cost-effective method for reducing clean woody debris in rural areas. Burning reduces the volume by 95%, leaving only ash residue to be disposed of. Air curtain pit burning substantially reduces environmental concerns. The blower unit must have adequate air velocity to provide a “curtain effect” to hold smoke in and to feed air to the fire below. Portable incinerators use the same methods as air curtain pit systems. The only difference is that portable incinerators utilize a pre-manufactured pit in lieu of an onsite constructed earth/limestone pit.

Metals, wood, and soils are prime candidates for recycling. Most of the non-ferrous metals are suitable for recycling. Specialized contractors are available to bid on disposal of debris by recycling if it is well sorted.

Site Close-Out Procedures

Each temporary debris staging and reduction site will eventually be emptied of all material and be restored to its previous condition and use. Before activities begin ground and aerial photos will be taken. Important features such as structures, fences, culverts, and landscaping will be noted. Random soil samples will be taken as well as water samples from existing wells. The site will be checked for volatile organic compounds.

After activities begin, constant monitoring of soil, water and air quality will take place. Photo, maps, and sketches of the site will be updated and fuel spills will be noted. At closeout, final testing of soil, water, and air quality will be conducted and compared to original conditions. All ash will be removed and any remediation actions will be taken.

IX. Debris Management Actions

The Debris Management Plan is separated into four stages:

Stage 1 Normal Operations

- Develop a local and regional resource list of contractors who can assist local governments in all phases of debris management.
- Develop sample contracts with generic scopes of work to expedite the implementation of debris management strategies.
- Develop mutual aid agreements with other state agencies and local governments, as appropriate, following guidelines established in agency procurement manuals.
- Identify and pre-designate potential debris storage sites for various types and quantities of debris anticipated following a catastrophic event.
- Pre-identify local and regional critical routes and key roads in cooperation with contiguous and regional jurisdictions.
- Develop site selection criteria checklists to assist in identifying potential debris storage sites.
- Identify and coordinate with appropriate regulatory agencies regarding potential regulatory issues and emergency response needs.
- Develop the necessary right of entry and hold harmless agreements indemnifying all levels of government against any potential claims.
- Establish damage and debris assessment processes to define the scope of the problem.
- Develop and coordinate pre-scripted announcements with the Public Information Office (PIO) regarding debris removal processes, collection times, temporary storage sites, use of private contractors, environmental and health issues, etc.

Stage 2 Increased Readiness

(A natural or man-made disaster is threatening the local area)

- Review and update plans, standard operating procedures, generic contracts, and checklists relating to debris removal, storage, reduction, and disposal process.
- Alert local departments that have debris removal responsibilities ensuring that personnel, facilities, and equipment are ready and available for emergency use.
- Relocate personnel and resources out of harm's way and stage in areas where they can be effectively mobilized.
- Review potential local, regional, and debris staging and reduction sites that may be used in the response and recovery phases of the impending threat.
- Review the resource list of private contractors who may assist in the debris removal process and make necessary arrangements to ensure their availability in the event of the disaster.

Stage 3 Response

- Activate debris management plan; coordinate with needs assessment team.
- Begin documenting costs.
- Coordinate and track resources (public and private).
- Establish priorities regarding allocation and use of available resources.
- Identify and establish temporary debris storage and disposal sites (local, regional).
- Address any legal, environmental, and health issues relating to the debris removal process.
- Continue to keep the public informed through the PIO.

Stage 4 Recovery

- Continue to collect, store, reduce, and dispose of debris generated from the event in a cost-effective and environmentally responsible manner.
- Continue to document costs.
- Upon completion of debris removal mission, close out debris storage and reduction sites by developing and implementing the necessary site restoration actions.
- Perform necessary audits of operation and submit claim for federal assistance.

X. Presidential Disaster Declaration – Metro Waste Authority’s Role

Should the Governor request a Presidential Disaster Declaration and FEMA designate Metro Waste Authority’s planning area (or a portion of the planning area) as eligible for assistance, MWA will waive disposal and recycling fees for disaster debris provided MWA is eligible to recover these expenses. MWA Public Affairs Manager will announce this decision, and the protocol for qualifying for waiver of fees, prior to the acceptance of disaster debris.

Regular municipal solid waste and waste from cities and businesses not affected by the disaster will not be eligible for waiver of fees.

All debris removed to Metro Park East Landfill should not be disposed of until after being viewed by Federal Damage Assessment personnel to facilitate reimbursement of removal and disposal costs.

Hours of Operation

Following the assessment of the damage and the amount and types of debris, the Executive Director, in conjunction with city official and contracted haulers, will establish hours and days of operation at MWA facilities as necessary to support the efficient and timely cleanup of debris.

Attachments

The overall Disaster Debris Management Plan includes different types of planning and processes. These are covered in the following sections:

Attachment 1	Estimating Debris Quantities
Attachment 2	Contracting and FEMA Reimbursement
Attachment 3	Community Equipment Inventory
Attachment 4	Temporary Disposal Sites
Attachment 5	(Reserved) Public Communications
Attachment 6	Metro Waste Authority Debris Management Plan
Attachment 7	(Reserved) Metro Waste Authority Household Hazardous Waste Debris Management Plan
Attachment 8	Iowa Mutual Aid Compact

XI. Authentication

Date

Director of Public Works

ANNEX AA

TORNADO

I. Purpose

To describe city operations in the event of a tornado watches or warnings.

II. Definitions

Tornado Watch – the first alerting message from the weather service to the public which specifies an area and a period of time during which tornado probabilities are expected to be dangerously high. Residents are urged to be cautious and to watch for developing storms. Residents are also urged to stay close to place of shelter and to monitors changing conditions through the radio, television or weather alert radios.

Tornado Warning – issued by the National Weather Service when a tornado has actually been sighted in the area or detected by radar. Residents are urged to take shelter immediately.

III. Standard Operating Procedures for Tornado Watch

The National Weather Service will issue tornado watches for Polk County and the Ankeny area. The Polk County Emergency Management Agency will distribute the warning through established channels. The fire department's on-duty command officer will be informed of the watch. The Chief of Police and the Fire Chief will be officially notified of this watch and will distribute the information to the respective department supervisors.

IV. Standard Operating Procedures for Tornado Warning

If tornadic activity is observed in any nearby area (in example southern Polk, Story, Dallas, Madison, Warren, or Jasper Counties), the Police Chief, Fire Chief and City Manager shall be notified. The City Manager will in turn notify the Mayor or Mayor Pro Tem, the Assistant City Managers and will initiate the City Hall phone notification tree.

The Director of Emergency Management will report to the Emergency Operations Center (EOC) to monitor storm progress and to provide updates as needed to the City Manager and other critical staff functions.

When information is received that a tornado has been officially sighted (visually or by radar) in Polk County and the Ankeny area, the outdoor warning system will be activated by the Polk County Communications Center. All police patrol units will attempt to warn as many people as possible that are observed in outdoor areas with their P.A. systems in operation.

Storm Warning Sirens

The outdoor emergency warning system will be activated under the following conditions:

- ❑ The outdoor warning system is designed only to inform those who are outside in the open areas, of a tornado warning issued for the area. The system is not designed to warn residents within the confines of a residential, commercial, educational or other occupancy.
- ❑ The warning system is in place to warn residents of tornados. The system will be activated once per warning period as determined by the National Weather Service (NWS).
- ❑ The outdoor warning sirens are activated by the dispatch console of the Polk County Communications Center.
- ❑ In the event of an actual sighting of a tornado in the area, observed prior to a warning issued by the NWS, law enforcement, fire service or emergency management agency supervisors can request that the sirens be activated.

- ❑ The system is not activated for thunderstorms, other severe weather conditions or perceived imminent hazards after the initial tornado warning activation has been made.
- ❑ The warning sirens will not be activated to signal an “all clear.”
- ❑ In the event that a previously issued tornado warning expires, and the NWS issues a fresh tornado warning for the area, the warning system will be activated again in response to the new warning.

V. Storm Aftermath

All Ankeny Fire Department personnel will report to quarters to respond as directed by the on-duty officer or command staff.

All Ankeny Police Department will report as soon as possible after the storm has subsided in full uniform for ease of identification.

In the event of a confirmed touchdown or significant damage from winds and other associated weather events, the EOC will be activated with a 1st Tier Activation.

The primary immediate objective of law enforcement officers will be to secure the City and keep unauthorized personnel out of the affected area; keep as many routes open into the affected areas for rescue units and emergency equipment; direct all volunteers and equipment to the proper area for orderly assemblage and dispatching.

All traffic into the City should be stopped, except bonafide residents and emergency vehicles.

The foremost police concern will be to maintain order and effect the orderly ingress and egress of emergency personnel and equipment, keeping in mind that looting and criminal activities are a prime concern.

Perimeter posts will be taken over by outside law agencies as soon as possible, relieving Ankeny police personnel to assist on internal affairs. All posts being relieved will contact the Command Post for immediate re-assignment.

Personnel must keep in mind their physical presence in uniform on the street is in itself a deterrent to crime and a comforting sight to the aggrieved.

VI. Mutual Aid Agreements

During disaster operations where existing local fire resources are exceeded, assistance will be requested from neighboring communities/community subdivisions/entities in which mutual aid agreements have been established through the Tiered Emergency Assets Management System (TEAMS) in Polk

County. TEAMS will be coordinated and dispatched through the Polk County Sheriff's Office. On request, City of Ankeny resources may be sent to assist other jurisdictions within Polk County.

VII. Authentication

Date

Ankeny Fire Chief

APPENDICES

Appendix A – Tornado Watch/Warning Notification List

Appendix A - Tornado Watch/Warning Notification List

- Chief of Police
- Fire Chief
- Superintendent of Schools

Tornado Warning Notification List

- City Manager (or designee)*
- Fire Chief (or designee)
- Chief of Police (or designee)
- Mayor (or Mayor Pro Tem)
- Assistant City Managers
- Superintendent of Schools

*The City Manager will initiate the City Hall Telephone Notification Tree

ANNEX BB

FLOOD and FLASH FLOODING

I. Purpose

To describe city operations in the event of a flood or flash flood.

II. Standard Operating Procedures for Flood/Flash Flood

In the event a flood or flash flood warning is issued that affects the immediate area, the City Manager will ensure that the appropriate information and instructions are broadcast by local radio and television stations. The nature of advice and instructions issued to the public will be dictated by the developing situation, and coordinated with the EOC prior to making an official news release.

The EOC will be activated under circumstances dictating a major response is needed, or is anticipated to be needed, to deal with the situation. If the EOC is activated in the event of a flood or other incident involving heavy rain storms, the following is applicable:

The City Manager and all respective department supervisors will locate to the EOC.

Other personnel will report for duty as called.

III. Responsibility

The Public Works and Municipal Utilities Departments have the responsibility for mitigating flood waters and protecting critical property and infrastructure as much as possible through:

- Diking
- Sandbagging
- Pumping

The Police Department is responsible for:

- Establishing perimeters
- Establishing detours
- Directing traffic
- Assisting people caught in the flooded areas

The Fire Department will assist by:

- Patrolling flooded areas
- Conducting search and rescue

IV. Recommended Actions

- Activate the Emergency Operations Center (EOC)

- Establish remote command post located as near to the scene as possible for coordination purposes
- Evacuate persons from the immediate areas.
- Contact transportation resources to provide transportation and implement as needed
- Contact mutual aid fire departments to obtain boats for evacuation if necessary
- Set up emergency shelters as needed
- Contact Red Cross for longer term temporary shelter for those persons whose homes are damaged and not habitable
- Contact Red Cross or Polk County Emergency Management to coordinate food if needed

V. Authentication

Date

Ankeny Fire Chief

ANNEX GG

SNOW REMOVAL PLAN



**City of Ankeny, Iowa
Department of Public Works**

**Snow Removal Operations
Regulations and Procedures Manual**

**Division of Public Works
211 SE Lorenz Dr.
Ankeny, Iowa 50021
(515) 963-3520**

THE SERVICE PROVIDERS CREED

1. Think and talk about residents' needs, and try to deliver the services to meet those needs.

2. Keep in mind how your actions are perceived by residents.
3. Tend to resolve issues in favor of the resident.
4. Give in, and compromise in situations where the value of good will exceeds the cost of the resolution.
5. Apologize to residents who received poor treatment.
6. Employ a “whatever it takes” policy to satisfy our residents or help one with a special need.
7. Service is our product. Service is produced only at the moment of delivery. Service cannot be recalled if it is performed poorly.
8. Do not offer excuses to explain poor service or problems. Give helpful information that will state when normal services can be expected.
9. Sloppiness is unacceptable. Don’t let yourself down by allowing carelessness.
10. If you cannot take the time to do something right the first time, when will you find time to do it over?

SNOW OR ICE REMOVAL, CHAPTER 10.92

Sections:

- 10.92.010 Emergency snow routes--Designated generally
- 10.92.020 Emergency snow routes--Standing or parking regulation
- 10.92.030 Emergency snow routes--Established
- 10.92.040 Emergency snow removal operation--Declaration
- 10.92.050 Emergency snow removal operation--Standing and parking regulations
- 10.92.060 Emergency snow removal operation--Termination
- 10.92.070 Emergency snow removal operation--Other parking regulations superseded
- 10.92.080 Emergency snow removal operation--Parking violation--Penalty--Removal
- 10.92.090 Illegally parked vehicles--Removal and impoundment--Payment of cost to reclaim
- 10.92.100 Failure to reclaim—Disposition

10.92.010 Emergency snow routes--Designated generally.

The streets named in Section 10.092.030 are designated as emergency snow routes and such designation shall become effective upon the erection of signs giving notice of such designation.

10.92.020 Emergency snow routes--Standing or parking regulation.

- A. No person shall park, leave or abandon a vehicle on any emergency snow route during the period of time while snow is falling and/or drifting and for a period of twenty-four (24) hours after the snow fall and/or drifting has stopped.
- B. The owner or person in possession or control of any vehicle parked or left standing in violation of this provision shall be guilty of a misdemeanor and upon conviction shall be punished as provided in Chapter 1.20 of this code. Any motor vehicle parked in violation of this chapter shall be subject to removal, impoundment, and disposition as provided in Sections 10.092.090 and 10.92.100 of this Chapter.

10.92.030 Emergency snow routes--Established.

- A. The following streets are hereby designated as emergency snow routes:

- 1. N. Ankeny Boulevard
- 2. S. Ankeny Boulevard
- 3. E. First Street
- 4. W. First Street
- 5. NE Crestmoor Place
- 6. NE Delaware Avenue
- 7. NE Georgetown Boulevard
- 8. NE Trilein Drive
- 9. NE 5th Street
- 10. NE 9th Street
- 11. NE 18th Street
- 12. NE 36th Street
- 13. SE Ankeny Road
- 14. SE Delaware Avenue
- 15. SE Magazine Road
- 16. SE Peachtree Drive
- 17. SE Peterson Drive
- 18. SE Sharon Drive
- 19. SE Trilein Drive
- 20. SE 3rd Street
- 21. SE 8th Street
- 22. SE 30th Street
- 23. NW Ash Drive
- 24. NW College Avenue
- 25. NW Georgetown Boulevard
- 26. NW Greenwood Street
- 27. NW Irvinedale Drive
- 28. NW Linden Street
- 29. NW School Street
- 30. NW Wagner Boulevard
- 31. NW State Street
- 32. NW 4th Street
- 33. NW 5th Street. (West of NW Linden Street)
- 34. NW 5th Street. (NW School Street to N. Ankeny Boulevard)

35. NW 9th Street
 36. NW 17th Street (NW Linden Street to NW Greenwood Street)
 37. NW 18th Street (NW State Street to NE Delaware Avenue)
 38. NW 36th Street
 39. NW Prairie Ridge Drive
 40. NW Scott Street (First Street to 4th Street)
 41. SW Cherry Street
 42. SW Des Moines Street
 43. SW Irvinedale Drive
 44. SW Linden Street
 45. SW Ordinance Road
 46. SW School Street
 47. SW State Street
 48. SW Townpark Drive
 49. SW Westview Drive
 50. SW 3rd Street
 51. SW 28th Street
- B. In addition to the streets listed in this Section, the city manager shall have the authority to designate additional streets as emergency snow routes. Such designation shall become effective upon the erection of signs giving notice of such designation.
- C. The provisions of Sections 10.92.010 through 10.92.030 shall be separate from, and in addition to, the regulations provided in Sections 10.92.040 through 10.92.080.

10.92.040 Emergency snow removal operation--Declaration.

- A. At any time ice or snow accumulations impede or hinder the safe movement of vehicular traffic upon any street, alley, or other public place within the city, or impede or otherwise interfere with the safe movement of emergency or public transportation over and across the same, the city manager may by appropriate public media declare the commencement of an emergency snow removal operation.
- B. "Appropriate public media" means a public announcement by means of broadcast or telecast from radio or television stations WHO, KRNT, KSO and KJJY. The city manager or his designated representative may also cause such declaration to be announced in the Ankeny Press-Citizen, when time permits. The public announcement shall also specify the time and date when the emergency snow removal operation shall commence and terminate.

10.92.050 Emergency snow removal operation--Standing and parking regulations.

No person shall park or leave standing any vehicle on any street, alley, or public place within the city during the period of time that an emergency snow removal operation is in effect.

10.92.060 Emergency snow removal operation--Termination.

An emergency snow removal operation commenced under the provisions of this chapter shall remain in full force and effect for a forty-eight (48) hour period. The city manager or his designated representative may extend or terminate the period of an emergency snow removal operation.

10.92.070 Emergency snow removal operation--Other parking regulations superseded.

The provisions of Section 10.92.040 through 10.92.60 shall supersede all other parking regulations during the period of time in which an emergency snow removal operation is in effect. The parking prohibition contained in Section 10.92.050 shall be effective without the requirement that any signs be posted on any street.

10.92.080 Emergency snow removal operation--Parking violation--Penalty--Removal.

Any person who allows any motor vehicle owned or controlled by such person to left parked or standing in violation of Section 10.92.050 shall be guilty of a misdemeanor and upon conviction shall be punished as provided in Chapter 1.20 of this code. Any motor vehicle parked in violation of Section 10.92.050 shall be subject to removal, impoundment, and disposition as provided in Sections 10.92.090 and 10.92.100 of this Chapter.

10.92.090 Illegally parked vehicles--Removal and impoundment--Payment of cost to reclaim.

- A. The police department shall have authority to remove and impound any vehicle parked in violation of this Chapter.
- B. The owner of any vehicle removed and impounded as provided in Section 10.92.090 (A), shall be liable to the city for the costs incurred in removing, preparing and storing such vehicle. No vehicle impounded thereunder shall be returned to the owner until such costs are paid.

10.92.100 Failure to reclaim--Disposition.

In the event the owner fails to reclaim any vehicle removed and impounded under this Chapter within ten (10) days after its removal and impoundment, such vehicle shall be deemed abandoned as provided in Section 10.72.010 (A) (4) and shall be disposed of in accordance with the provisions of Sections 10.72.040 through 10.72.070 of this Code.

ICE AND SNOW ANTI-ICING AND PREWET APPLICATION

Ice Control Material and Application Processes

For snow and ice control we use rock salt that is trucked in from Kansas. The salt is stored at our City Maintenance Facility in one of the three buildings on site. Along with salt storage, the salt building is where we conduct our salt brine mixing operation as well. This season we will stockpile 3,000 tons of salt, store 30,000 gallons of salt brine, and 6,000 gallons of calcium chloride.

What makes for effective snow and ice control? Although many factors are involved, timing is critical. Once ice and snow bond to roads, the time and effort required to plow or clear them dramatically increases. In addition, traffic traveling over the road compacts the snow making plowing even more difficult. The sooner we initiate action, the more likely we will succeed. To make a timely response to snow and ice we have to prepare in advance. Through a variety of weather forecasting sites we track potential snow storms for days. One thing is for sure, all snow storms are different. We track storms to try and get a read on many factors such as projected accumulation, ice or just snow, wind velocity, air temperature, dew point, and length of the event to name a few. The magnitude of the snow storm dictates the preparation needed to fight it.

Anti-icing- Our first line of defense in preparing to remove snow from city streets is anti-icing. Anti-icing is the snow and ice control practice of preventing the formation or development of bonded snow and ice to city streets by the timely application of a chemical freezing-point depressant. In our anti-icing operation we primarily apply salt brine to city streets which gives us melting capabilities down to 20 degrees. For storms where the temperature is projected to be below 20 degrees we use calcium chloride. Anti-icing gives us the capability of maintaining roads in the best conditions possible during a winter storm, and do so in an efficient manner. City streets are pre-wetting with salt brine up to 48 hrs. prior to the anticipated snow storm. When the salt brine dries it leave a white film on the road.

Snow Removal- All of our snow removal trucks were equipped with 100-gallon tanks containing salt brine to prewet salt as it drops from the truck conveyor to the truck spinner, and then onto the road. We have two large tandem axle trucks equipped with a 300 and 500 gallon tank which utilize calcium chloride. The tandem axle trucks have arterial roadway snow removal responsibility. They cover more lane miles than our single trucks requiring a faster acting ice control application. Prewetting the salt with salt brine before it is applied to the roads, activates the salt so that it quickly penetrates the snow or ice layers which breaks the bond between the snow/ice and the pavement. By breaking the snow bond to the pavement it can be removed effectively. Prewetting also reduces salt loss, because when salt is wet it sticks to the road and doesn't bounce off the road when applied.

Roadway safety is our primary objective and motivation for anti-icing and prewetting with salt brine and calcium chloride. Anti-icing enhances snow plowing operations, saves on materials used and reduces the cost of keeping roadways snow and ice clear.

COMPONENTS OF THE SNOW REMOVAL OPERATION

1. City Roadway Snow Removal
 - A. Rural Roadways
 - B. Arterial Roadways
 - C. Collector Streets
 - D. Residential Streets
 - E. Industrial Park Streets
 - F. Public Safety Drives & Sidewalks
2. Cul-de-sac Snow Removal

3. Anti-icing, De-icing & Sand/Salt Application Operation
4. Public Alley Snow Removal
5. Uptown Ankeny Business District Cleanup
6. Gravel Roadway Snow Removal
7. Parking Lot/ Facility Sidewalk Snow Removal & Ice Control
8. Public Sidewalk & Trail Snow Removal
9. Recreation Facility Snow Removal
10. Senior Citizen Contract Snow Removal Administration
11. Storm Snow Removal Cleanup
 - A. Wing back curblines
 - B. Slush control removal
 - C. Parked car spot removal
 - D. Fixed structure repair
 - E. Piled snow relocation
 - F. Request and complaint resolution
12. Snow Ordinance Enforcement Support/ Site Snow Removal
13. Emergency Support
14. Fleet Maintenance – Breakdown/ Repair/ Cleaning
15. Management of Snow Removal Operations

STAGES OF SNOW REMOVAL READINESS

Notification Procedures

- A. Police Department contacts Public Works Administrator or Supervisor in regards to hazardous conditions present on city roadways.
 - B. Public Works Division detection of hazardous roadway conditions. Police Department is notified of Public Works plan of action.
2. Stage I – Anti-icing Operation
 - A. Up to 24 hrs. prior to the anticipated arrival of the storm
 - B. Application of anti-icing liquid to arterial and collector roads
3. Stage II Snow Removal Operation
 - A. Snow accumulation to 1 $\frac{3}{4}$ ".
 - B. Freezing rain creating hazardous roadway conditions.
 - C. Sand/Salt Application Operations - Levels of application.
 1. City roadways.
 2. Rural roads, snow routes, industrial roads, park and public safety drives.

3. All roadway intersections, snow routes, then residential streets.
4. Stage III Snow Removal Operation
 - A. Snow accumulation of 1 ¾" to 3".
 - B. Snow plow operation procedures in effect.
 - C. Public Works separate street maintenance and park maintenance snow removal operations.
5. Stage IV Snow Removal Operation
 - A. Snow accumulation of 3" to 5".
 - B. Declared Snow Emergency Operation in effect.
 - C. Public Works Division operations combined for snow removal on city streets/
6. Stage V Snow Removal Operation
 - A. Snow accumulation of 5" or more.
 - B. Public Works Division personnel on 16 hour shifts, off a minimum of 6 hours.
 - C. All Division personnel placed into service, other support personnel put on standby.
7. Stage VI Snow Removal Operation
 - A. Snow accumulation over 12" and/or heavy snow and blizzard conditions.
 - B. Department support personnel placed in relief shift schedule.

SIDEWALK SNOW REMOVAL, CHAPTER 12.32

Sections:

12.32.010 Owner's responsibility—Noncompliance—Action by city.

12.32.020 Owner noncompliance—Assessment.

12.32.010 Owner's responsibility—Noncompliance—Action by city.

It shall be the responsibility of the abutting property owner to promptly remove snow, ice and accumulations from the sidewalks. In the event that such snow, ice and accumulations are permitted to remain on said sidewalks for more than twenty-four hours after the end of any snowfall or ice storm, the superintendent of streets may remove the same.

12.32.20 Owner noncompliance—Assessment.

If the city removes snow, ice, or other accumulations from any sidewalk, under the provisions of Section 12.32.010, the cost of said removal shall be assessed against the abutting property owner, and shall be collected in the following manner:

- A. Determination of Cost. After the city has completed its snow removal program, the council shall determine, as to each tract of said real estate, the actual cost of the labor and materials used by the city in the removal of snow and ice, including

the cost of serving notice to the property owners. To the total of all such sums expended, the council shall then add an amount equal to twenty-five percent thereof to compensate for the cost of supervision of the administration, and shall assess the resulting sum against said tract of real estate, which shall be certified to the county auditor and the county treasurer by the clerk of the city, and shall be placed upon the tax books, and collected, together with interest and penalties, in the same manner as other unpaid taxes. When collected, said funds shall be paid into the fund from which said costs were originally paid.

- B. Plats and Schedules. Before making any such assessment, the city engineer shall, as required under the provisions of Section 384.59 of the 1987 Code of Iowa, prepare a plat and schedule of the several lots, tracts of land, or parcels of ground to be assessed, which shall be in accord with the assessor's records, and the amount proposed to be assessed against each of the same, for the removal of snow or ice.
- C. Hearing. The council shall thereupon fix a time for the hearing on such proposed assessments, which time shall be not later than May 15th of each year, and at least fifteen days prior to the time thus fixed for such hearing, shall give notice thereof to all concerned that such plat or schedule is on file, and that the amounts as shown therein will be assessed against the several lots, tracts, or parcels of ground described in said plat or schedule, at the time fixed for such hearing, unless objection is made thereto. Notice of such hearing shall be given by two publications in a newspaper of general circulation within the city, the first publication of which shall be not less than ten days before the date of the hearing. At such time and place, the owner of said premises or anyone liable to pay such assessment, may appear with the same rights given by law to property owners who protest other special assessments.

(Ord. 993, 1988)

OFFICIAL NOTICE

Date: _____

Time: _____

Removed By: _____

Address: _____

Lot #: _____ Official Plat: _____

Property Owner: _____

You are hereby notified to remove snow, ice and other accumulation within 24 hours after notice has been issued from your public walk area or the City of Ankeny will cause the same to be removed and assessed to the property owner.

Notice Issued By: _____

FOR CITY USE ONLY

Removed By Owner: _____ City Removed: _____
Date Date

Hours: _____

Rate: _____

Total: _____

Date: _____

12.32.010 Owner's responsibility—Noncompliance—Action by city.

It shall be the responsibility of the abutting property owner to promptly remove snow, ice and accumulations from the sidewalks. In the event that such snow, ice and accumulations are permitted to remain on said sidewalks for more than twenty-four hours after the end of any snowfall or ice storm, the superintendent of streets may remove the same.

RATES AND PROCEDURE, SIDEWALK SNOW REMOVAL ORDINANCE VIOLATION

Rates Charged to the Property Owners for Sidewalk Snow Removal

=====

<u>LOT DESCRIPTION</u>	<u>CONTRACTOR PRICE</u>	<u>*CITY RATE</u>
Residential Interior Lot	\$20.00	\$25.00
Residential Corner Lot	\$30.00	\$37.50
Multi-Dwelling Corner Lot (4 to 8 Plexes)	\$30.00	\$37.50
Multi-Dwelling Corner Lot	\$50.00	\$62.50
Commercial Interior Lot	\$30.00	\$37.50
Commercial Corner Lot	\$50.00	\$62.50
Commercial Lot (Truck & Plow)	\$50.00 minimum	\$62.50

*** City Rate is assessed at the contractor rate plus 25%.**

=====

The following is a list of contractors that will provide this service:

Gerald Barten	102 SW Pleasant St., Ankeny	964-0315
Rob Doerhoff	7815 NE 110 th Ave., Bondurant	491-8113
Bob Oliver	602 SW Walnut St., Ankeny	360-8673

For each snow only one contractor will be utilized for all sidewalk snow removal ordinance violations. We keep a record of each snow and the contractor responsible for that specific ordinance snow removal contract operation. The contractors work on a rotating storm basis. Snow removal locations are called in at one time to the contractor so that they can remove the snow at one time instead of being called for snow removal many times for individual locations.

2005-2006 SENIOR CITIZEN SNOW REMOVAL

Snow Shovelers:

Rob Doerhoff - 491-8113(CP)
7815 NE 110th Ave., Bondurant, Iowa, 50035

Jerald Barten - 964-0315(H) 971-0812(CP) Jerry- 971-0450(CP)
102 SW Pleasant St., Ankeny, IA 50023

Bob Oliver – 965-3200
602 SW Walnut, Ankeny, IA 50023

Fee: \$6.00 - Single Lot; \$12.00 - Double/Corner Lot

Conditions for Shoveling

Shoveling of senior citizen sidewalks is contingent upon receiving 2” or more accumulation of snow and/or ice. Shoveling will begin once the snow has stopped falling and blowing snow has subsided. Contractors are urged to call Al Olson, Public Works Administrator, 963-3525(W) or 964-7060(H), to initiate shoveling. The Public Works Administrator will determine whether the accumulation of snow is sufficient enough to necessitate shoveling. Once a determination has been made, those contractors that have not called in will be contacted to initiate snow shoveling by a representative from the Public Works Division.

NOTE: Please call our office if you have not been contacted as many times we are unable to reach you.

Payment Schedule

The contractor is urged to turn in sheets to the Public Works Office by the **10th of the month** so that payment can be made at the end of the month. Sheets turned in after the 10th will be processed the following month.

Please indicate with an **'X'** on the sheet if you **did** shovel the walk on a particular date. A **blank or dashed line** indicates that you **did not** shovel at that address. If it is a double lot please indicate so with two (2) 'X's'.

For additional copies of your list are needed throughout the winter contact Lori Pick at 963-3520.

If you have any questions, please contact Lori Pick at 963-3520. Thank you for your cooperation.

BUDGET CODE: 260.3263.4299

ANNEX HH

MASS CASUALTY INCIDENT

POLK COUNTY MULTIPLE CASUALTY INCIDENT (MCI) PLAN

Purpose

To provide basic guidelines and policy for emergency medical operations at a multiple casualty incident. (It is understood that individual departments will expand these guidelines to meet their individual department needs.)

Responsibility

It will be the responsibility of each member to exercise the appropriate control dictated by their role in the implementation of these guidelines.

Definitions

Multiple Casualty Incident (MCI)

The following guidelines will be followed in order to determine if a Multiple Casualty Incident (MCI) should be declared for either a specific incident or on a countywide basis:

Incidents involving five (5) or more "red" patients or a total patient count greater than ten (10) at one (1) location will be identified as a MCI. Notification of the MCI designation will be made to C-MED following the scene safety evaluation. If further evaluation during triage indicates that the patient count is less than identified above, C-MED will be advised to cancel the MCI.

Incidents occurring county-wide which result in a cumulative total of twenty (20) patients requiring treatment within a thirty (30) minute period will result in a general MCI being declared by C-MED. C-MED will contact area hospitals thirty (30) minutes after declaring the general MCI to check on ER status to determine if the general MCI can be canceled.

Hospitals may contact C-MED to initiate a community-wide MCI.

X. Hospital Alert

A warning that a potential or actual emergency situation exists requiring the alerting of all Des Moines Area Hospitals by C-MED. The hospitals may then activate their disaster plans to the degree necessary for preparing to receive and treat the multiple casualties. The hospitals will provide one individual to monitor their hospital C-MED radio during the alert. C-MED will request from each hospital an inventory of the number of “red” or “immediate” (START Triage) patients each hospital can handle when the hospital is placed in alert. C-MED will also advise the hospitals when the alert has ended.

NOTE: As the hospitals are placed on alert they will stock their MCI footlocker with the anticipated field supplies. The MCI footlockers are the responsibility of Disaster Services. (A committee from all the metro hospitals should recommend a list of supplies that could be used for various MCI’s) The first squads arriving at the hospitals will secure the MCI supply footlocker and return to the scene.

XI. START Triage & JumpSTART

The sorting of injuries and casualties to determine priorities of treatment and transportation in order to maximize the number of survivors.

Procedures

XII. Communications

C-MED will be responsible for medical communications and designating a frequency to use during the incident.

In the event of a multiple casualty incident, the following information, when available, will be given to C-MED:

Nature of the incident and exact location

Approximate number of casualties and severity of injuries. This report will be continually updated as the incident progresses.

Request a hospital alert if conditions warrant

Request additional medical personnel, supplies, equipment, and vehicles.

Advise where the staging area will be established.

Additional communications to be defined on an individual service basis.

Incident Management System (IMS)

To be utilized and defined on an individual service basis.

1. EMS Officer Guide

- a) EMS Officer is a subsection of the Unified Incident Command (IC). The on-site EMS Provider with the highest certification, seniority, and authority will be in the EMS Officer until relieved by a senior officer.
- b) The officer will be visual identified by the EMS Operations Vest.
- c) The EMS Officer will make a Rapid Assessment of the incident.
 - i. Using established protocols listed in Section III.A, identify and declare a MCI through C-MED. Advise C-MED of :
 - 1. Nature of the incident and exact location
 - 2. Approximate number of casualties and severity of injuries. This report will be continually updated as the incident progresses.
 - 3. Request a hospital alert if conditions warrant
 - 4. Request additional medical personnel, supplies, equipment, and vehicles.
 - 5. Advise where the staging area will be established.
- d) Advise as many ambulatory patients as possible to move to a safe area.
- e) EMS Officer will assign Sector Officers
 - i. Triage
 - ii. Treatment
 - iii. Transportation
 - iv. Staging
- f) EMS Officer will remain at the Incident Command Post and consult with IC to determine if it is safe to begin EMS operations.

- g) Rotate workers (depending on elements, job stress, etc.) out of the area for “rehab”. Length of work period and rehabilitation period will be determined by the treatment sector officer based on nature of situation and available personnel to maximize effective use of responders.
- h) EMS Officer will prepare for Critical Incident Stress Management (CISM) of all workers by contacting the American Red Cross and Polk County Mental Health Department.
- i) Coordinate all EMS operations during incident.

NOTE: The EMS Officer will not become involved in physical task.

2. Triage Officer

- a) The Triage Officer will obtain a briefing from the EMS Officer.
- b) The officer will be visual identified by the Triage Officer Vest.
- c) The Triage Officer will determine equipment and personnel needs of triage sector, and request from EMS Officer or Staging Officer. Coordinates personnel assigned to triage sector.
- d) Ascertain from EMS Officer if it is safe to begin triage.
- e) All Casualties should be moved from the immediate incident site to a Treatment Area, which will be established in a “safe” area and, if possible, protected from the elements. In this collecting point, arriving casualties will be evaluated, tagged and organized by category.
- f) Evaluation and re-evaluation of patient condition and continued triaging in the following categories:
 - i. Red Tag (immediate) - 1st Priority - Life Threatening Injury
 - a. Injuries are such that they have or probably will cause life-threatening shock or hypoxia.
 - b. The casualty can be stabilized with the intervention skills and equipment available without the need for constant care. Casualties with catastrophic injuries of either the head or chest do not meet the above criteria since they have a poor chance of survival and need constant care.
 - c. There is a high probability of survival if given the level of care available and rapidly transported.

- ii. Yellow Tag (delayed) - 2nd Priority - Serious Non Life Threatening
 - a. Not presently in life-threatening shock and/or hypoxia, but whose injuries are such that it is probable that these will ensue.
 - b. High probability of survival.
 - c. Can withstand waiting as long as 45 minutes until the red category casualties have been stabilized and/or transported.
- iii. Green Tag (minor) – 3rd Priority – Walking Wounded
 - a. Casualties with injuries that do not have an immediate systemic implication.
 - b. Casualties whose injuries, once rapidly stabilized, do not have an immediate systemic implication.
- iv. Black Tag (morgue) – 4th Priority – Pulse-less/Non-Breathing
Those who, by any definition, are dead.
 - a. Includes those in both respiratory and circulatory arrest.
 - b. Includes casualties who are in a dying state.

Category includes casualties with catastrophic injuries who have a small chance of survival. (i.e. – major evisceration, large open wounds of the chest, flail chest.)

- g) Coordinate transfer of patients by priority to treatment sector (ensure sufficient litter teams are available)
- h) The Triage Officer will ensure that all areas around MCI scene are checked for potential patients
- i) The Triage Officer will advise EMS Officer when initial triaging operations are completed

NOTE: The EMS Officer will not become involved in physical task.

3. Treatment Officer

- a) The Treatment Officer will obtain a briefing from the EMS Officer.
- b) The officer will be visual identified by the Treatment Officer Vest.
- c) The Treatment Officer will determine equipment and personnel needs of treatment sector, and request from EMS Officer or Staging Officer. Coordinates personnel assigned to triage sector.
- d) The Treatment Officer will establish a Primary Treatment Area

- i. Must be capable of accommodating large number of patients and equipment
 - ii. Divide area into three (3) distinct area using colored tarps
 - iii. Consider: weather, safety, hazards, and potential need for shelter
 - iv. Area must be readily accessible for ease of flow patterns.
 - v. Designate entrance and exit points to area
- e) The Treatment Officer will designate a Secondary Treatment Area as alternate should primary area become unusable. Inform the EMS Officer of primary and secondary treatment locations.
- f) Assign personnel to treatment areas based on EMS certifications:
 - i. Paramedics = Immediate
 - ii. EMT B's & FR's = Delayed or Minor
- g) Re-triage patients upon arrival at treatment area, place patients in appropriate sections.
- h) Complete Treatment Sector Log as patients pass through treatment area
- i) Advise Transportation Officer when patients have been prepared for transport, evacuate patients by priority.
- j) Begin relieving or reducing staff as necessary and regularly inventory supplies/order as needed.
- k) The Treatment Officer will report to EMS Officer for reassignment upon completion of tasks.

NOTE: The Treatment Officer will not become involved in physical task.

4. Transportation Officer

Vehicles available for transportation to hospitals will include EMS squads, police vans, and buses. Casualties will be assigned to vehicles based on evacuation priority (triage tag), availability, and suitability of the vehicle and its crew to care for the patient(s) enroute.

- a) The Transportation Officer will obtain a briefing from the EMS Officer.
- b) The officer will be visual identified by the Transportation Officer Vest.

- c) The Transportation Officer will determine equipment and personnel needs of transportation sector, and request from EMS Officer or Staging Officer.
- d) The Transportation Officer will contact C-MED for Hospital Capability
 - i. Provide and coordinate patient transport
 - ii. Fill out and maintain Hospital Capability & Patient Tally Sheet
 - iii. Direct departing ambulances to hospitals based on capabilities and provide periodic updates to C-MED
 - iv. Coordinate routing of Patients to proper ambulances and complete Sector Log Sheet.
- e) The Transportation Officer will Consult with Treatment Officer and establish patient loading zone. *(zone should have separate entrance and exit routes)
- f) The Transportation Officer will advise the Staging Officer of loading zone locations and best route for access.
- g) The Transportation Officer will request ambulances from Staging Officer as needed.
- h) The Transportation Officer will advise the EMS Officer when the last patient is transported.

5. Staging Officer

In order to prevent unnecessary congestion and confusion at the site, a staging officer will establish for all incoming equipment and personnel. The Staging Officer:

- a) The Staging Officer will obtain a briefing from the EMS Officer.
- b) The Staging Officer will determine best organizational layout for staging area (keep staged units away from actual incident).
- c) The officer will be visual identified by the Staging Officer Vest.
- d) Inventories, by logging, all arriving vehicles and personnel. (The log sheet should be filled out by one or two individuals – to simplify follow-up interpretations.)
- e) Directs parking in such a manner that allows for the response of any vehicle. (If possible, set up parking so vehicles do not require backing.)

- f) The Staging Officer will work directly with any Dispatch to request sufficient resources for staging. The Medic Task Force List may be utilized to request ambulances and MCI trailers. (See section “C” for the Medic Task Force List and section “D” for the MCI Trailer Inventory). The Staging Officer will advise responding units of staging radio channel and location.
- g) The Staging Officer will check in all unassigned apparatus and direct extra personnel to EMS Officer for further assignments. The Staging Officer will shuttle incoming supplies on to the next vehicle heading towards the Treatment Area. (This minimizes vehicle traffic, but moves the necessary equipment to the equipment pool.)
- h) The Staging Officer will request maintenance and fuel if needed, and if not handled by logistics.
- i) The Staging Officer will respond immediately to request for resources and direct the movement of vehicles.
- j) The Staging Officer will notify Command if unable to obtain adequate resources, and monitors resource depletion in participating cities. Coordinates stand-by and move-ups as necessary, or use staging resources to assist with response into participating cities.

6. Security

The most accessible on-site Law Enforcement Officer will be requested to initiate activity to establish a security perimeter to prevent unauthorized entry and interference with the on-site operations.

Medical Task Force

MCI Trailer Inventory

Inventory List MCI Trailer			
Triage Kit Contents:		General Contents:	
Tarps	(1) Green	Back Boards	25
	(1) Yellow	Orange Straps	75
	(1) Red	Trauma Dressing	15
Vests	(1) Staging	Stethoscopes	5
	(1) Transport	Cervical Collar (infant)	10
	(1) Incident Commander	Cervical Collar (adult)	14
	(1) Treatment	Body Bags	24

Laminated Guides	Staging	PPE Gowns	15
	Transport	BP Cuffs	5
	EMS Officer	Head Bed (pediatric)	13
	Treatment	Head Bed (adult)	25
Light Sticks	(10) Yellow	Blower	1
	(10) Red	(1) Propane heater, 17lb bottle, Tubing	
	(10) Green	(1) oxygen manifold with tubing attachments	
Triage Flags	(1) Set		
Scene Tape (in rolls)	(1) "Delayed"		
	(1) "Minor"		
	(1) "Immediate"		
	(1) "Deceased"		
	(3) "Do Not Enter"		

Predetermined Forms

Communication Guideline
Treatment Sector Log
Transportation Sector Log
Staging Sector Log

MULTIPLE CASUALTY INCIDENT COMMUNICATIONS GUIDELINES

Frequency _____

- I. One individual is responsible for the communications of your unit to C-MED.
- II. As soon as you find out from the Transportation Officer the number of patients, their priority, type of injury and injury location, you will call C-MED in the following manner:

C-MED from _____
(Your service name and number)

(C-MED acknowledges your service and number)

C-MED _____ has _____ (describe your patients to be transported)
(Amb. #) (No. of Pts.)

(Priority Color)

(Age/Sex)

(Type/injury)

(ETA)

Repeat for each patient transported:

EXAMPLE:

C-MED 410 has one “red” 50y/m with internal injuries in shock - two “yellow”, 24y/f with 2nd and 3rd degree burns on lower extremities, and 10y/m with 1st and 2nd degree burns of the face, arms and hands, ETA 10 minutes.

C-MED confirms with the assigned hospital the number of patients, priority, type of injury and injury location that the hospital will be receiving from your particular service and squad number.

REPORTS - only small pocket reports are to be made out. DO NOT take the time to make out the large Pre-Hospital reports - that is a post MCI responsibility - rapid hospital turn around is important.